

NEWS SUMMARY

Finance \$440m. offer by Philip Morris

Philip Morris, the leading U.S. cigarette and beer producer, has made a \$440m. takeover offer for Seven-Up in a bid to become a major competitor in the soft drinks industry.

The move is likely to meet fierce opposition from the founding families of Seven-Up, who control 45 per cent of the stock.

Page 14

Business Leyland offers cheap finance

LEYLAND is launching a cheap finance scheme to compete with those offered by car importers. A study by the London-based Economic Models forecasting company says car imports will rise 12 per cent this year.

Page 6

Politics Marx is daubed or May Day

Britain's first May Day holiday was a blank holiday with little or no sun and only around the Mayday Firth and Inverness in Northern Scotland. But shops in the West End of London and at Holkstone and Dover reported brisk trade, with many European visitors.

Page 2

International Mine kills three

Three Senegalese soldiers of the United Nations force in Lebanon killed and one wounded their jeep ran over a mine.

Page 1

International ne frontier

Berlin, the U.S. released a former Air Force intelligence officer who passed secrets to the USSR in return for an American student who tried to smuggle an East German doctor and his wife in the West in the boot of his car. The swap came after the release of an Israeli CIA member who had been kidnapped last week. Other pay exchanges may be in the offing.

Page 1

International Jgandan purge

Kaduna Uganda reported that President Amin had dismissed Lieutenant Colonel Nasur, commanding officer of the Revolutionary Suicide Mechanised Regiment which is believed to have been rounding up Roman Catholics and giving their property to Muslims in the Masaka region, south-west of Kampala.

Page 1

International No surrender

Italy's Christian Democratic Party, meeting last night in Rome, rejected the kidnapping of Aldo Moro, seemed intent on pursuing its policy of not surrendering to the terrorists' ultimatum to release named prisoners.

Page 1

International Briefly...

Police rescue team found the body of Michael Edwards, a 30-year-old man, in the canal Three Oaks race, near Ingleborough, North Yorkshire.

Page 1

Pressure increases for reflation by West Germany

BY JUREK MARTIN MEXICO CITY, MAY 1

West Germany is facing increasing international pressure to apply extra economic stimulus before the Bonn summit in mid-July if it is to reach its stated growth target for this year of 3.5 per cent.

The U.S. is understood to advocate a direct West German tax cut. While not responding directly to this advice and while curtly dismissing some other criticisms, the Bonn Government has promised to review the economic situation at the end of next month. It has not ruled out the prospect of reflationary action.

The concern with inadequate growth in general and that of West Germany in particular was the dominant theme at the weekend meeting here of the Interim committee of the International Monetary Fund, under the chairmanship of Mr. Denis Healey, the U.K. Chancellor.

The committee took few hard decisions, referring most controversial issues back to the executive board for further study before the fund's annual meeting in Washington in September.

This included the so-called "substitution account" proposed by Dr. Johannes Wittenberg, the outgoing managing director, under which nations could, in effect, exchange surplus dollars for Special Drawing Rights.

The U.S. and West Germany objected to the proposal in its present form, but declined to insist on it.

The primary focus of the committee was on growth. An exceptionally blunt paper by Dr. Wittenberg recommended targets of 3.5 per cent for 1978-80, down from the 4.5 per cent projected by both the Fund staff and the Carter Administration.

Recent U.S. economic policy was praised. The renewed anti-inflationary commitment and the move to higher interest rates were welcomed and it was felt that the decline of the value of the dollar had apparently "bottomed out."

Activities of the Wittenberg growth target would leave the U.S. with an underlying balance of payments deficit in 1980 of \$8.3bn, about half that of last year for the major industrialised year.

Permanent pay strategy sought by Callaghan

BY CHRISTIAN TYLER, LABOUR EDITOR

A NEW DEAL with the trade unions in which wages would be permanently tailored to fit Labour's economic strategy was outlined by the Prime Minister yesterday.

He chose Britain's first May Day holiday to spell out more clearly than before that he saw no future for free collective bargaining. He coupled this with an onslaught on the Conservatives' free market philosophy.

In a frank electioneering speech, he appeared brimming with confidence that Labour had unlocked the secret of controlling wages without precipitating a revolt by the trade unions.

Mr. Callaghan clearly believes that the recipe will carry the party to victory at the General Election.

At the conference of the Association of Professional, Executive, Clerical and Computer Staff at Eastbourne, he promised the Government would work for a "new understanding" with the unions that would carry the Labour movement into the 1980s.

This was his chosen phrase for the next chapter of the social contract, a label that in many trade unionists' eyes stands only for wage cuts.

Referring to the talks begun between TUC leaders and Ministers, Mr. Callaghan set out the economic parameters within which the Government expected to reach a "consensus."

The Government would ask the TUC to take into account reduced rate of inflation, the fact that earnings were rising faster than prices, the last two rounds of tax cuts, and the danger of resumed inflation next year.

Even at 7 1/2 or 8 per cent, the rate of inflation would still be too high, he said, and if exports were uncompetitive that would add to already high unemployment.

The Government wanted also to see if there was "real interest" among the unions in reducing overtime working.

Conscious of Tory moves to amend the Finance Bill, the Prime Minister said that taxes should be cut further. But Labour was not going to be drawn into a boom-and-bust cycle.

Callaghan and poll Page 4

GEC wins £50m. contract

BY JOHN LLOYD

A CONTRACT worth £50m. for the supply of two turbine generators to South Korea has been won by General Electric Company.

The contract was won against competition from the two leading U.S. generator manufacturers, General Electric and Westinghouse, and from Brown Boveri of Switzerland. It was signed yesterday in Seoul, only three months after GEC announced a £100m. order from Hongkong.

The latest order is for the design and supply of two 1,000 megawatt turbine generator units for the two nuclear power stations at Kori, the fifth and sixth nuclear stations in the country's electricity system. GEC has supplied a number of generators and other equipment for the other stations.

The work will be undertaken at the company's four plants at Larnar, Northern Ireland, and at the supply of two turbine generators to South Korea has been won by General Electric Company.

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Flexible aid plan for State oil

BY RAY DAFTER, ENERGY CORRESPONDENT

OIL COMPANIES may be asked to apply to the fifth round of allocations. But this time oil companies will be expected to pay at least part of the corporation's drilling costs in the next round of offshore licences.

Proposed new conditions for the sixth round of drilling licences are expected to be published shortly in a Government consultative document.

It is almost certain that the State oil corporation will be given a majority stake in virtually all the new licences awarded — a condition which

Aim now is stable sterling exchange rate

By Peter Riddell, Economics Correspondent

THE GOVERNMENT intends to try to keep the sterling exchange rate broadly stable at about its present level for the time being after its sharp fall so far this year.

The authorities are not believed to have a specific exchange rate target, as they did last year.

But the aim is to maintain stability within a broad range which may be adjusted over the longer-term to take account of changes in the competitive position.

This policy has been demonstrated by the very large official support for the pound in the last fortnight.

This will be reflected in a probable decline in the under-lying level of the U.K. official EEC rules in April of more than £1.75bn.

In addition, the U.K. repaid about £1.2bn. of its overseas debts last month so the total drop in the reserves—do-announced to-morrow afternoon—will probably be at least £3bn. The total at the end of March was £20.32bn.

The authorities are not surprised, and fairly relaxed about the recent outflows insofar as they represent the withdrawal of part of last year's speculative froth.

The Government's change of tactics to check the decline in sterling is shown by a comparison between March, when the trade-weighted index fell by more than 5 per cent, and April, when there was a decline of less than 1 per cent.

This, in turn, was reflected in falls in the reserves of £281m, and probably more at £1.75bn. in the two months, respectively.

Official exchange rate policy is particularly aimed at maintaining the competitive position of British goods at the average level of last year, as measured by changes in relative unit labour costs.

This implies that if earnings rise more rapidly in the U.K. than elsewhere, the exchange rate will be allowed to fall.

The authorities appear to believe that the exchange rate is about right at present on this basis while also taking into account the dangers of pushing up the rate of inflation.

Europe fibre cartel deal on way

BY RHYD DAVID

EUROPE'S leading fibre producers are expected to sign soon an agreement worked out in talks in Brussels for a market-sharing cartel, aimed at bringing fibre production and capacity into line with demand and reducing the heavy losses of the past three years.

Final details of the arrangement were settled at a recent meeting between producers and have been sent to Viscount Davignon, EEC Commissioner for Industry, under whose auspices the talks were started.

Member Governments and trade unions representing workers in the industry are also being told the result of discussions.

Because of U.S. anti-trust laws the American-owned fibre producers Du Pont and Monsanto are not parties to the agreement.

The proposals envisage a stabilisation of capacity followed by a period of reduction and a sharing of the market between producers in accordance with past performance.

Action will be taken under Clause 55/3 of the Rome Treaty which allows companies to take measures normally in breach of EEC rules in exceptional circumstances, such as the severe excess capacity in fibres.

If the agreement is implemented, it will set an important precedent for other industries which are suffering from over-capacity. However, the fibres industry is unusual in that a handful of companies account for a large proportion of output and thus a market-sharing pact is easier to negotiate.

The agreement, talks on which started last autumn, has been complicated by the need to make special provision for the Italians who have been seeking to expand their fibres industry, now somewhat smaller than that of other EEC members.

The Italians made it clear that any agreement seeking simply to impose uniform reductions in capacity or to freeze market shares would fail to meet their aspirations.

The formula worked out divides the EEC producers into two groups—the four Italian companies and those in other countries—and gives the Italians a bigger share in the expected growth in the market up to 1981.

The objective is to bring the European fibre industry, which in the last three years has lost more than \$2bn.—back from its present 67/70 per cent, capacity working to about 84 per cent by 1981—a level at which it should again be making profits.

To help to achieve this, the non-Italian producers are being expected to reduce their capacity in the six main fibre types—nylon textile and carpet filament, nylon staple, polyester filament and staple and acrylic from 2,044m. tonnes in 1977 to 1,707m. tonnes by next year and to hold this until 1981.

Production in these categories is expected to be about 1,488 tonnes in 1981.

The Italians will also be expected in the short term to reduce their capacity to 515,000 tonnes from the present 600,000 tonnes. But they will be allowed to increase it again to 600,000 tonnes by 1981.

This will enable the Italians to replace older capacity with new and compares with the original plan to boost capacity to 800,000 tonnes.

The share will remain the same up to 1981 except that the Italians will be allowed a bigger proportion of the estimated growth of 270,000 tonnes in the total size of the market during that period.

Other suppliers will forfeit their share of 95,000 tonnes out of the total growth and this will be transferred to Italian producers, enabling them to increase their total share of the market from 17 to 21 per cent.

Monitoring of the system will be carried out by the European Federation of Fibre Producers, which will collect information from the producers and make adjustments on a six-monthly basis in accordance with market developments.

Efforts are also being made to persuade other producers in Europe who are not part of the cartel not to increase their market share.

These include smaller producers within the EEC; the subsidiaries of U.S. companies and any agreement seeking simply to impose uniform reductions in capacity or to freeze market shares would fail to meet their aspirations.

When the agreement is sanctioned by the EEC and member Governments, the heads of the main chemical groups are expected to be summoned before Viscount Davignon to sign the agreement on behalf of their fibre subsidiaries.

A return to normal competitive conditions is assumed for the period after 1981.

Unusual

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Overcome

Companies involved in the discussions believe that any objections to the scheme from the EEC competition directorate have now been overcome and that the Commission will give its approval within the next few weeks.

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Building industry may suffer from Fed's interest ruling

NEW YORK, May 1.

Marine Midland, the 13th largest has followed suit. Other banks are still expected to follow later.

U.S. bomb project

Bulgarians sacked

In Bulgaria, two deputy Prime Ministers and the Minister of Agriculture have been sacked apparently because of the country's disappointing economic performance last year, Paul Kendall reports from Vienna.

They are Mr. Sava Dulbikov, Mr. Iliak Dakov and Mr. Ganche Krustev.

PEKING, May 1

Moscow's growing ability to move troops rapidly by air from one front to another.
Reuter

BY K. K. SHARMA

declined comment on Chinese Minister's statement that the issue would be pronounced and would not be solved easily. Vietnamese officials deny that

their country is being "warped" by the Russian line or that fighting along the Cambodia border is a "war by proxy," as western Press reports have suggested. One official said Vietnam did not need Soviet military help and could handle its problems itself because of its vast quantities of

Officials insist that after winning prolonged wars against France and the U.S., Vietnam will never place itself in a posi-

BY DAVID BELL

The lay-off rate was unchanged. According to the preliminary figures the index stood at 134.1 at the end of March compared with 134.2 at the end of February.

U.S. bomb project

Fukuda for t

BY OUR OWN CORRESPONDENT

MR. TAKEO FUKUDA, the Japanese Prime Minister, arrives in Washington to-day for two days of talks which are expected to concentrate on the weakness of the dollar and the continuing

Bulgarians sacked

The prime minister will see Mr. Cyrus Vance, Secretary of State, and other officials tomorrow and will meet President Carter on Wednesday. He will also meet key members of Congress who are expected to reinforce the Administration's call for Japanese action to reduce the 8.9bn trade surplus.

BY OUR OWN CORRESPONDENT

CANADA has announced a Code of Conduct for Canadian companies operating in South Africa. A Government document deals with working conditions, wages, fringe benefits, training, and promotion, and race relations.

The code was announced by Mr. Don Jamieson, the External Affairs Minister. It says there is national concern about the extent to which Canadian companies are involved in an economic system based on racial discrimination.

The Canadian Labour Congress has applauded the Government's decision but says the code has no teeth. "It isn't mandatory and there are no proper procedures for examining the extent to which the companies comply with it," Mr. Dennis McDermott,

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WORLD TELETYPE NEWS

\$1.68m March trade surplus for Brazil

BY DIANA SMITH

ANILRO, May 1

FOR THE first time this year, Brazil achieved a modest surplus of \$1.68m in its trade balance. March exports totalled \$1.06bn, while imports totalled \$1.057bn.

This brings the quarterly deficit to \$345.32m, compared with \$149.4m for the same period in 1977. The principal culprits are heavy oil imports, in order to build up stocks, and the combined effects of reduced plantations, long droughts or lower world prices of soy, coffee, maize and sugar exports. These factors could, according to official estimates, cut export revenues on agricultural products by \$1.5m by the end of 1978.

When shifts in focus, away from the traditional areas of agriculture towards intensive industrial development—which cannot be achieved without heavy imports of capital goods and some raw materials—and the effects of the world steel recession on iron ore exports, the country is having to alter the nature and markets of its products.

The five countries where Brazil places 40 per cent of its 1977 exports—the U.S. (24.35 per cent), West Germany (2.06 per cent), Japan (4.52 per cent) and France (4.07 per cent)—are not easy markets for the manufactured goods and services Brazil hopes to sell abroad in growing quantities. The developing countries have thus become logical targets.

Bonn check on Comecon vessels

By Adrian Dicks

BONN, May 1

THE West German Government, under increasing pressure to help the hard-hit shipping industry, has decided to introduce rules under which East European vessels would have to register with the German authorities before undertaking business between West Germany and ports in third countries.

No date has been announced for the introduction of the registration requirement, which for the time being appears to be mainly a warning to the Soviet Union and other East European shipping fleets accused by German shippers of unfair price-cutting.

A fulfilment of negotiation between Bonn and Moscow has been going on for a year or more, and the West German Government is still officially hopeful that this will produce results. If it does not, German officials are already hinting that the new registration requirement might be backed up with a licensing system for East European ships plying certain conference routes. Announcing the registration move, the Bonn Government also repeated its concern to bring about a joint approach to the problem by the European Community.

At a Press conference here last month, Herr Nikolaus Schues, president of the West German shipowners' federation, said that in some instances Soviet shippers were undercutting West German lines on North Atlantic container services by as much as 50 per cent.

The broad question of price dumping by Comecon shipping lines is expected to be discussed by European Community Transport Ministers in June. According to figures published by West German shipowners, Soviet vessels now carry up to 95 per cent of freight in bilateral traffic with some member countries of the Nine as well as 18 per cent of east-bound and 22 per cent of west-bound freight on the North Atlantic.

Pao urges Japan to adopt charter buy-back scheme

BY CHARLES SMITH

TOKYO May 1

JAPAN COULD "unload" From the point of view of the between \$2bn and \$3bn worth of surplus foreign exchange by buying ships which are being chartered to Japanese shipping lines by foreign shipowners under the long-term arrangement known as "Shikunisen".

This was claimed by Mr. Y. K. Pao, chairman of the World-wide Shipping Group of Hong Kong, in an exclusive interview with the Financial Times.

Mr. Pao proposed his buy-back plan early this year to Japanese businessmen and politicians (including the Prime Minister Mr. Takeo Fukuda). Official Japanese reactions to the plan have been extremely guarded but Japan's latest import promotion package provides for a new form of low interest rate foreign exchange financing, through the Export Import Bank, which could be applied to the repurchase of Shikunisen ships. Whether or not the Japanese Government will "guide" shipping lines in this direction remains unclear.

A Shikunisen charter is one in which an overseas shipowner orders a ship from a Japanese yard to the specifications of a Japanese shipping line and then charter the ship back to the Japanese shipping line for the whole (or most) of its expected operating life.

The arrangement was devised to allow Japanese shipping lines the chance of operating foreign registered ships which could be manned with non-Japanese crews and would therefore be cheaper to operate than ships registered in Japan. Shikunisen charters account for a large part of the tonnage of independent Hong Kong shipowners, including World-wide which has about half its fleet on charter to Japan.

Apart from providing Japan with a means of "unloading" foreign exchange the repurchase of Shikunisen ships by Japanese lines would reduce over-capacity in the world tanker market since the ships would almost certainly be scrapped by their new owners.

Vietnam to establish motor project with foreign partner

BY K. K. SHARMA

HANOI, May 1

THE VIETNAMESE Government expects to sign an agreement shortly with a foreign company for car manufacturing in this country.

The choice will be made from offers received from Japanese, French and West German companies. The company selected will be subject to the same liberal conditions as is being offered by Vietnam for private foreign investment in almost all sectors.

The Government has decided that it does not have sufficient funds for development of the economy and that help from other Socialist and friendly countries will not be enough either for the reconstruction and development at the required pace. Hence private foreign investment will be welcomed and are more liberal than those offered by most third world countries.

So far the only agreements reached are with Italian and West German companies on offshore exploration for oil but these are of a special nature.

Talks are now in progress with companies from Europe, Japan and Canada for collaboration in areas like fruit processing, light industry, textiles and pharmaceuticals. But prospects are bright in many other fields since the Government notification says "the foreign party may invest in exploitation of natural resources, agriculture, industry, building, transport, etc., with the exception of those fields and branches which the Government reserves for itself." Officials say the Government has few reserves and welcomes foreign investment in almost unlimited areas.

The only stipulation is that foreign investors must agree to maximum ownership of 49 per cent of the equity—only those companies which agree to export their entire production will be allowed to be 100 per cent foreign owned. The clause that most foreign companies find unwelcome is that all ventures must export at least as much as would cover repatriation of profits and costs of imported raw materials. But Vietnam insists that this is a way of preserving valuable foreign exchange.

Foreign companies investing in Vietnam will be given guarantees against nationalisation for 10 to 15 years but longer periods can be negotiated. In the event of nationalisation compensation in foreign exchange of agreed amounts will be paid. Various tax concessions are offered and

Japanese payments accord

BY OUR FAR EAST EDITOR

TOKYO, May 1

JAPAN and Vietnam exchanged the principle that Notes in Hanoi on Saturday on an aid-debt repayment accept responsibility for the agreement which concludes two years of difficult negotiations between the two countries. Under the agreement Vietnam will take responsibility for and repay some ¥15.5bn, worth of debts owed to Japan by the former South Vietnam plus an unspecified amount of interest on the debts. Japan simultaneously undertakes to extend a ¥4bn grant to Vietnam, to be followed by a further ¥12bn worth of grants stretching over a three-year period starting next year. Japan will also make low interest loans worth ¥20bn in Vietnam over the next two years with the probability of another ¥10bn in the following year.

The agreement means that Vietnam has accepted the principle of responsibility for shouldering South Vietnamese debts in return for grant aid from Japan which will almost exactly cover the cost of repayment.

Vietnam thus emerges from the two-year talks with a financially attractive arrangement developing trade are nevertheless while Japan has managed to less considerable.

Dubai oil concessions

BY CELIA MAY

DUBAI, May 1

TWO AMERICAN oil companies have been granted exploration rights both on and offshore in the Emirate of Dubai, which presently has an annual oil production of 360,000 barrels a day from offshore fields.

South Eastern Drilling Company (SEDCO) and Houston Oil and Minerals will explore a 630,000-acre area over a period of 35 years. The concession area was previously held by Texas Pacific Oil which gave up its rights last year. During that time two dry wells were drilled offshore. According to the new concession seismicograph surveys must begin in two months.

Dubai Petroleum Company has over 50 wells offshore which are in production, but it has been some time since any new oil finds have been found in Dubai and it was thought that most likely help in the building of a \$240m new refinery at the port at Marsa Lakkon, the island's south coast.

Record U.S. steel imports

U.S. STEEL imports in the first three months this year totalled 5.75m. tons, the highest ever quarterly figure, compared with 3.3m. in 1977, the American Iron and Steel Institute reported. Japan accounted for 2.1m. tons and the EEC nearly 2m., the institute said in a statement.

March imports alone came to just under 2m., 74 per cent higher than March 1977. Reuter

United Airlines buys DC10s

BY MICHAEL DONNE, AEROSPACE CORRESPONDENT

HOPES THAT United Air Lines of the U.S., the biggest airline in the Western world, might buy some of the European Airbus Industrie A-300 airbuses have been dashed by the airline's decision to order five McDonnell Douglas DC-10 tri-jets, worth \$170m. (over \$80m.) with an option on another ten DC-10s.

The airline had been studying the 250-plus seat A-300 as one of a number of types to replace ageing narrow-bodied equipment in its fleet, such as DC-8s, which have been in service since the late 1950s and early 1960s.

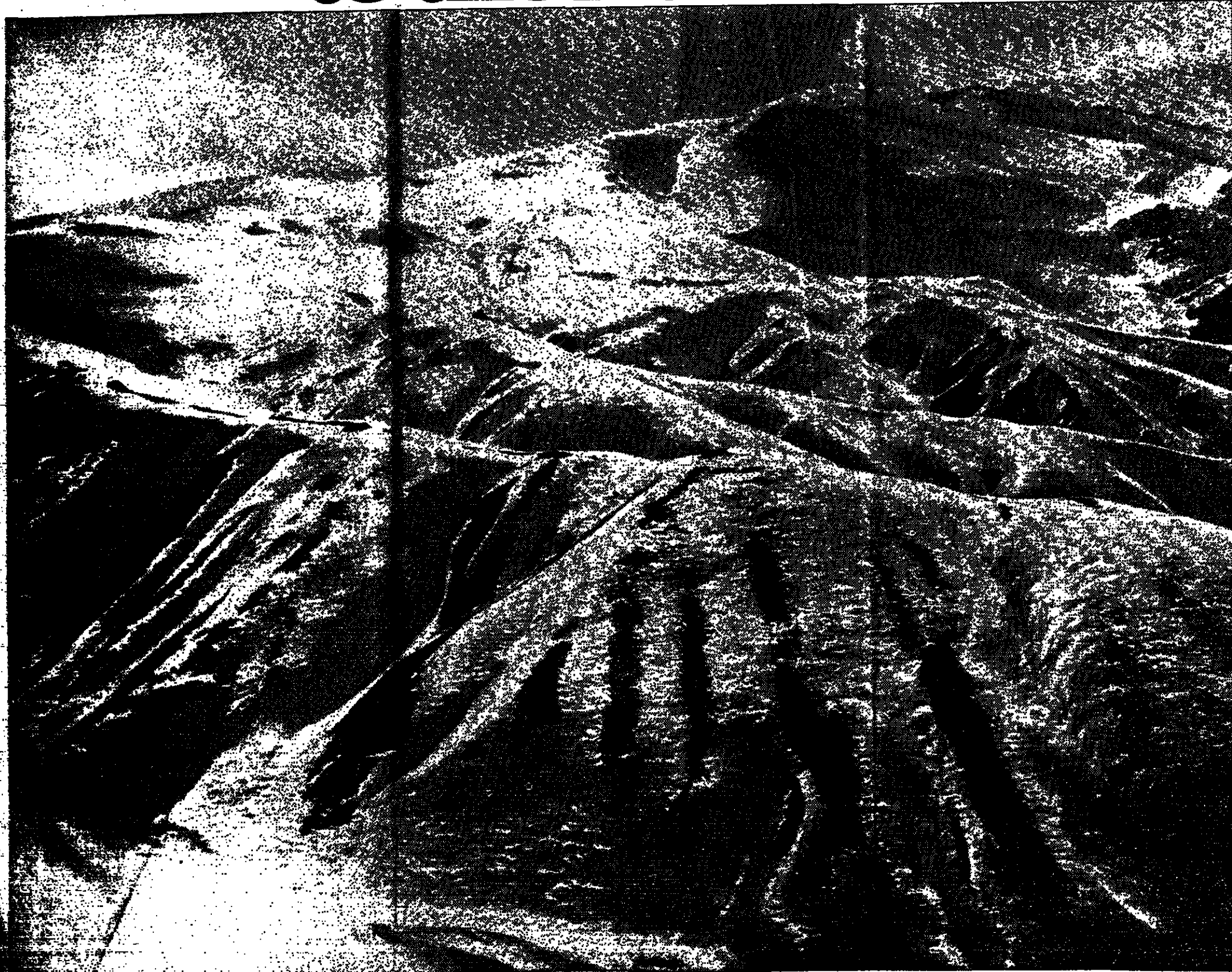
United sent a top-level team to Toulouse recently to study the A-300. Following the recent order for 23 A-300s by Eastern Air Lines, Airbus Industrie had high hopes of winning further U.S. orders, with United at the top of its list.

World Economic Indicators

	UNEMPLOYMENT	April 78	March 78	Feb. 78	April 77
U.K.*	000s	1,387.1	1,400.0	1,409.0	1,322.6
	%	5.8	5.9	5.9	5.6
Holland*	000s	1201.9	198.7	202.7	199.8
	%	5.1	5.0	5.1	5.2
W. Germany	000s	1,098.9	1,224.9	1,213.5	1,084.2
	%	4.9	5.4	5.4	4.8
France*	000s	1,086.1	1,050.3	1,027.7	1,002.5
	%	5.0	4.9	4.7	4.6
Japan	000s	1,410	1,360	1,260	1,270
	%	2.6	2.5	2.4	2.4
U.S.*	000s	6,148.0	6,090.0	6,260.0	7,064.0
	%	6.2	6.1	6.3	7.3
		Feb. 78	Jan. 78	Dec. 77	Feb. 77
Belgium	000s	290.9	295.5	296.4	260.0
	%	11.8	12.1	12.0	9.8
		Jan. 78	Oct. 77	July 77	Jan. 77
Italy	000s	1,520.0	1,598.0	1,692.0	1,459.0
	%	8.0	8.0	8.5	6.8

* Seasonally adjusted. † Provisional.

We're planning a railway line close to the Russian border



And if that sounds a bit outlandish, there's a simple explanation: Iran's need to modernise her railway system.

British railway engineers are planning a route that links Teheran to Tabriz near the Russian border.

The toughest part of the project is the northern end of the route, where a brand new railway will have to go through wild and mountainous country.

It may come as a surprise to learn that British Rail is exporting its skills and technology all over the world.

But no railway industry anywhere has more experience than ours.

Which explains why, right now we're working on a record order book with contracts for rolling stock from Africa and the Far East worth more than forty eight million pounds.

One way or another, British Rail travels further than you think.

British Rail
The backbone of the nation.

Goldsmith agrees to join Patino Board

World V

Callaghan may postpone election until next year

Institutions

Institutions invest £6.5bn.

three months of 1971. Pension funds reduced net short-term assets by £65m. in the quarter. Government securities accounted for £682.6m. of the insurance companies' £843.9m. of net new

Handling sector urged to boost exports

e Pound

World Value of the Pound

Exchange in the U.K. and most of the countries listed is officially controlled and the rates shown should not be taken as being applicable to any particular transaction without reference to an authorised dealer.

Abbreviations: (S) member of the sterling area other than Scheduled Territories; (k)

Place and Local Unit	Value of £ Sterling	Place and Local Unit	Value of £ Sterling	Place and Local Unit	Value of £ Sterling
Afghanistan Afghani	85.00	Germany West	5.7812	Paraguay Guaraní	226.28
Albania Lek	10.1423	Ghana (S.W.) Ghana Cedi	2.0646	Peru N. P. (N.)	10.8507
Algeria Dinar	7.5652	Gibraltar G.D. Gibraltar £	1.00	Philippines P. P. peso	16.4835
Angola Escudo	941.2	Greece Aust. Dollar	1.6138	Pakistan Rupee	25.7458-55
Argentina P. Argentino	147.45	Greece Dracmas	65.8305	Philippines P. P. peso	16.4835
Armenia Dram	1.00	Guatemala Quetzal	2.00	Pitcairn P. P. £	1.000556
Australia Aust. Pound	4.8367	Guatemala Quetzal	2.00	Poland Zloty	10.000000
Australia Aust. Pound	1.008	Guatemala Quetzal	2.00	Portugal Escudo	200.0000
Australia Aust. Pound	1.6138	Guatemala Quetzal	2.00	Portugal Escudo	200.0000
Australia Aust. Pound	27.20	Guatemala Quetzal	2.00	Portugal Escudo	200.0000
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That part of the French community in Africa formerly part of French West Africa or French Equatorial Africa. Rubies per pound.

The Adama replaced the CFA franc. The exchange was made at a rate of CFA Frs.5 to one unit of the new currency.

Thomas Cook Bankers

Thomas Cook Travellers Cheques

The accepted name for money. Worldwide

Express considers return to Scottish printing

Printing in Manchester has meant that the Daily Express has had to meet early deadlines to catch trains to Scotland. This has made inclusion of late Scottish news and sports results difficult and in consequence the paper has lost sales to its Scottish rivals.

Whitehall 'may curb consumer spending soon'

The Scottish executive of the party was split over the decision, which was carried by 10-7. A Liberal candidate stood in the October, 1974, General Election and received only 1,500 votes, about four per cent of the total party vote. In the last Scottish election a month ago in the Garscadden constituency in Glasgow, a new candidate has not

Liberal decide to fight Hamilton by-election

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LOCAL ELECTIONS: WEST MIDLANDS 1

May Day carnival fun conceals Labour's poor election chances

Yet underneath this bland exterior lies an issue that could prove an electoral time-bomb for local politicians: Dudley ratepayers get much less for their money than in most British local authorities.

Low public spending challenge in Dudley

lands. The council's case in reply to the claims of being mean is two-fold. First, because of the 1974 government reorganisation, larger local authority was created out of traditionally low-

This chronic overspending by Audley was brought to the attention of parents recently by

Fertiliser prices rise likely in June

Compound fertilisers are now close to continental prices, and imports in the first eight months of the current fertiliser season, from June to January, increased to 112,000 tonnes, compared with 73,000 tonnes last year.

COMPANY NOTICES

RENOWN INCORPORATED

NOTICE TO E.D.R. HOLDERS

1. *Journal of the American Medical Association*, 1997; 277: 1033-1037.

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PEARL ASSURANCE COMPANY LIMITED



"We have been able to make substantial increases in the bonuses of United Kingdom Policies"

Statement by the Chairman, Mr. F. L. Garner

At this time last year I reported upon changes which had taken place both in the membership of your board and in its overall structure. There have been no changes in membership since that time but one director, Mr. A. Moore, on reaching the age of sixty five joined the non-executive category. Mr. A. G. Grant, the Company's Surveyor, retired at the end of October, 1977, concluding a long and distinguished career devoted to the Company's interests, for which I and my colleagues would like to record our appreciation. His deputy for many years, Mr. S. Bennett, was appointed in his place.

The Government having published some months ago a White Paper setting out suggestions for new legislation covering the role and responsibilities of company directors, many interested bodies are currently expressing views on the subject. Measures designed to combat the abuse of position or of privileged information must be welcomed, but there is a danger that efforts will be made to define general directorial responsibilities much too closely. A board must be expected to take into account the interests of various parties. Since these include shareholders, customers and employees, inevitably those interests will at times conflict. It should however be left to no doubt that the overriding task of a board is to secure the efficiency and long term prosperity of the business, which is after all an essential to the well being of all parties concerned.

It is to be hoped that no attempt will be made to lay down rigid rules as to the constitution of boards, and that it will be recognised that there is no one formula suitable to all types of enterprise.

LONG TERM BUSINESS

New Life Business

In the industrial branch our new business for the year was affected by the dispute with our agency staff to which further reference is made below. In consequence, new annual premiums fell for the first time for many years, from £15.0 million to £14.7 million. New sums assured also fell from £234 million to £190 million. In the ordinary branch the effect of the dispute was much less marked. During the year we successfully introduced our new self-employed deferred annuity contract; as a result, annuities per annum increased from £3.7 million to £13.4 million but new sums assured fell from £363 million to £342 million. New annual premiums were up from £8.5 million to £9.0 million but annuity considerations and single premiums fell from £7.2 million to £5.2 million. The comparative figures for 1976 omit the South African business, which, as reported last year, was disposed of at the end of 1976.

The above figures exclude the new business obtained by our subsidiary Pearl Assurance (Unit Funds) Limited, which specialises in the issue of asset-linked policies. We introduced new sales methods during the year on an experimental basis. New annual premiums consequently increased from £7,000 to £255,000 (£210,000 after reinsurance of the death risk with the parent company) and new single premiums from £175,000 to £1.2 million. In view of this success we are increasing the specialised sales force in 1978 and look forward to another large increase in premium income for our subsidiary.

Life Business in Force

The total life business in force at 31 December 1977 comprised sums assured and bonuses of £3,280 million, £1,348 million in the industrial branch and £1,932 million in the ordinary branch. A year previously the total was £2,990 million after excluding the South African and Canadian businesses. Annuities and bonuses amounted to £40.1 million per annum compared with £27.9 million. Combined premium income (including annuity considerations) was £130 million, £76 million in the industrial branch and £54 million in the ordinary branch, compared with £119 million. Total payments to policyholders in the form of claims, surrenders and annuity payments amounted to £84 million compared with £79 million for the previous year. Surrender payments increased from a total of £14.0 million to £15.7 million. While we are always sorry to see any policyholder lose some part of his benefit through early surrender of his policy, we feel that surrenders have been at a satisfactorily low figure in view of the pressure that inflation has exerted on savings during the year. In both branches the expense ratios have been reduced, from 40.51 to 40.02 per cent in the industrial branch and from 35.64 to 34.10 per cent in the ordinary branch (after exclusion of single premiums from the ratio). In the industrial branch this is not entirely a good sign, since it results from the reduction in new business and reflects the fact that expenses are proportionately higher in the first year of a policy. We must expect an increase in the expense ratio for 1978 when new business will, we hope, return to a normal level.

Overseas Life Business

As I announced last year we have disposed of our life business in Canada and in South Africa. This is reflected in our accounts this year, where an exceptional transfer out of the fund is shown in the ordinary branch account. Part of the sale proceeds has been added to the additional reserve in the ordinary branch account to strengthen the reserves and for the eventual benefit of UK policyholders. The remainder

has been added to the surplus carried forward and will benefit future transfers to the profit and loss account.

These transactions leave us with an active branch in Central Africa, an agency in Israel and closed funds in East Africa and Sri Lanka, with a total premium income equivalent to £550,000 and total funds of some £5.5 million.

Life Valuations and Bonuses

The valuations of the life liabilities have been made in general on the same bases as for 1976. The dispute with the agency force terminated before the end of the year but certain of the effects cannot be fully quantified until well into 1978. We have considered it desirable to proceed on a cautious basis and to hold additional reserves for this reason. This has probably reduced our surplus for this year. In so far as the surplus for 1977 has been underestimated, a correspondingly higher surplus may be expected for 1978.

In the ordinary branch the surplus for the year is £26.2 million, £4.9 million more than in 1976. In spite of the need for caution, we have therefore been able to make substantial increases in the reversionary bonuses on United Kingdom policies. These have been increased by 15p to £3.95 per £100 sum assured or annuity (25p to £4.65 for pension business) for policies in force for less than five years and 25p to £4.50 (40p to £5.40 for pension business) for those in force for 5 years or over. We have also increased the supplementary bonus on self-employed deferred annuities, which was introduced for the first time last year. The terminal bonus has been increased from 1 per cent of the sum assured and bonus (130 per cent for pension business) for each year that the policy has bonuses attaching to 1.15 per cent (1.50 per cent for pension business), excluding the first three years. This reflects the continuation of our policy of distributing to policyholders part of the unrealised capital gains that have resulted from higher stock market prices and increases in the value of property investments.

The bonuses declared for the overseas territories are similar to those declared for 1976.

In the industrial branch the surplus for the year was £22.6 million, £3.2 million more than in 1976. Increased reversionary bonuses have been declared for the policies that have been in force for the longer periods and the terminal bonuses have been increased by amounts that are roughly equivalent to the increase granted in the ordinary branch.

SHORT TERM BUSINESS

Results

Premium income (excluding MAT and subsidiary companies) amounted to £33.2 million, an increase of £4.2 million (15 per cent) over 1976. There was a world-wide underwriting loss of £3.0 million compared with the 1976 loss of £2.6 million, the comparative revenue class losses being:-

	1977	1976
Property	1.7	1.7
Motor	1.3	0.3
Liability	0.1	—
Other classes	0.2	0.2
Reinsurance treaties	0.3 (profit)	0.4
	3.0	2.6

Gross investment income amounted to £3.6 million compared with £3.2 million in 1976 giving a net trading surplus for the year almost unchanged at £0.55 million.

United Kingdom

Eighty seven per cent of our business was written in the UK. Premium growth at 15 per cent was down on the previous year (22 per cent) but it was satisfactory in the light of our agents' restrictive practices. The results, however, were again disappointing. In the motor account (44 per cent of the total premiums) the net underwriting loss amounted to £1.4 million due mainly to the poor claims experience in motor cycle business. The corrective measures taken in 1977 brought about a steady improvement in the claims ratio during the year but the relatively large amount of business written in the second half of the previous year produced a larger loss than in 1976. There is good evidence that there will be a significant improvement in motor cycle results in 1978.

The property account (43 per cent of the total premiums) consists mainly of householders' business and our claims experience on this continued to be poor in line with the market. The underwriting loss of £1.7 million was the same as in 1976.

Householders' business has, for a variety of reasons, been under increasing claims pressure in recent years and we have found it necessary to apply a rate increase in addition to other remedial measures. These will take some time to work through the account and to be fully reflected in the results.

Overseas

Our direct overseas interests (branches in Central Africa and Portugal and agencies in a few countries) contributed seven per cent of our premium income. The combined results showed a small underwriting profit and a trading profit of £0.2 million. The results of the Central Africa branch were particularly good and the management and staff did very well to achieve them in the difficult conditions in which they operate. The run-off of our Canadian business continued satisfactorily. The small organisation we had maintained for this purpose was closed at the end of the year and the remaining run-off has been contracted out to another company.

Reinsurance Treaties

Business accepted under reinsurance treaties represented six per cent of our premium income. There was an underlying improvement in the results but the turn-around of £0.7 million was mainly due to a release of reserves arising from a change in the method of calculating earned premiums.

Marine, Aviation and Transport

The 1975 account was closed at the end of 1977 and showed a trading profit after taking credit for investment income. The open years' fund has been strengthened by a transfer from the closed year and a further transfer of £50,000 from the profit and loss account.

Subsidiary Companies

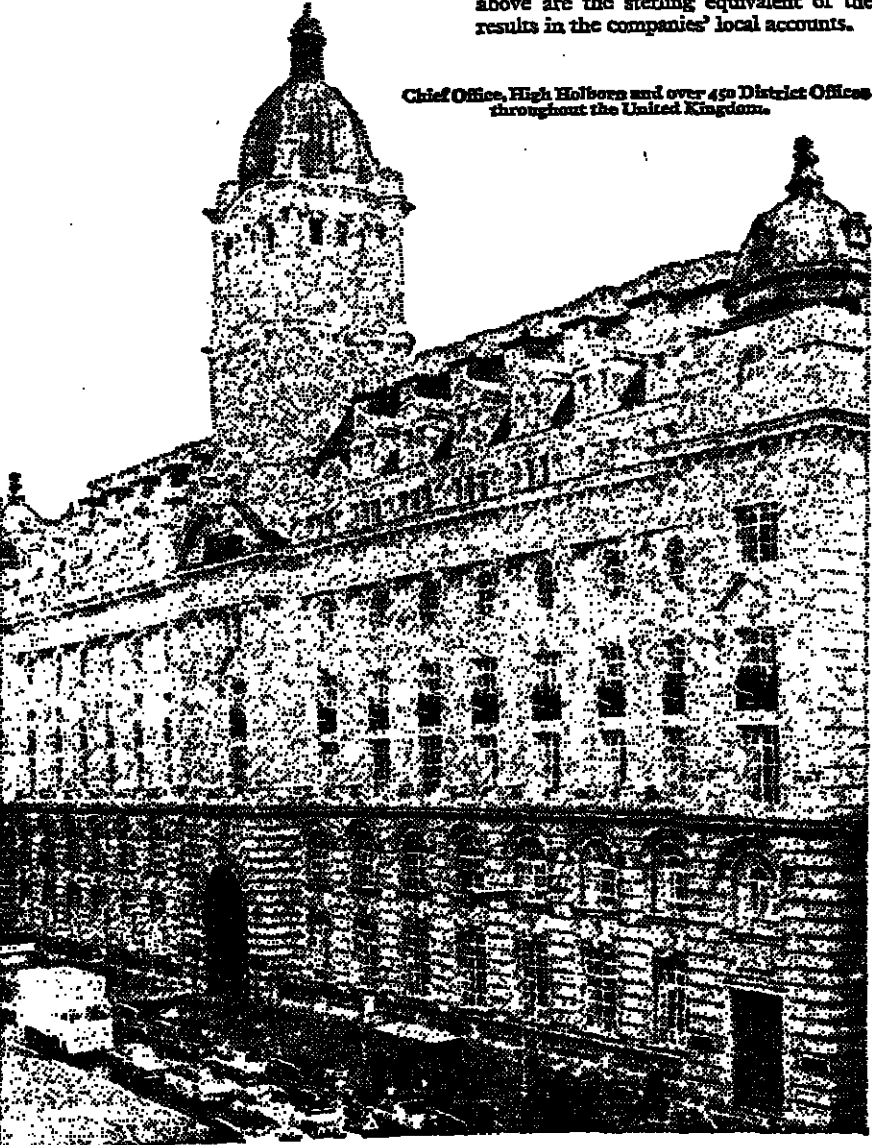
The combined premium income of our three subsidiary companies in Brazil, Portugal and the USA amounted to £17.6 million against £21.2 million in 1976. The decrease was due to conversion at a higher sterling rate and to pruning of unprofitable business in the US subsidiary.

'Monarca' in Brazil had another good year with a trading profit of £0.5 million. Provisional figures for the 'Portugal' indicate a deterioration in the results for the year and the outcome is likely to be a small trading loss.

In the 'Monarch of Ohio' there was a welcome reduction in the underwriting loss and the outcome for the year was a trading profit of £0.9 million. The results are still being adversely affected by the run-off of some of the cancelled 'pools and associations' contracts referred to in my last report.

The trading profit figures mentioned above are the sterling equivalent of the results in the companies' local accounts.

Chief Office, High Holborn and over 400 District Offices throughout the United Kingdom.



INVESTMENTS

Separate balance sheets are shown for the long-term, short-term and stockholders funds and the supplementary statement given in the published accounts shows the comparative market values and balance sheet values of the investments of each fund together with the gross income earned. Total gross investment income at £91.4 million showed an increase of £11 million over the previous year, £5 million attributable to gilt-edged stocks and £6 million to equity investment including real property.

At the year end short-term deposits in the United Kingdom amounted to £9 million compared with £19.1 million the year before. Of such deposits £4.8 million related to the long-term business and represented 0.5 per cent of the assets of the long-term funds.

During the year the gilt-edged portfolio was increased by over £45 million following the previous year's increase of some £28 million. Gross advances under house purchase mortgages totalled £12 million, with net lending amounting to £4.4 million.

Net equity investment, mainly in United Kingdom shares, was again substantial and amounted to over £32 million. It will perhaps be of interest that of this figure £8.1 million went directly into industrial and commercial companies raising new capital by means of rights issues, but the impression currently being fostered in some quarters that this is the only element of equity investment which serves a useful purpose must be dismissed. The buying of existing shares through stock markets provides the essential facility for the investor to realise his savings, whilst leaving the finances of companies undisturbed. If it were not for this facility, companies would be unable to raise the finance that they need.

The property portfolio showed little overall change for the year. Net acquisitions in the United Kingdom were unusually low at £1.2 million and were counterbalanced by the disposal of our South African properties in connection with the transfer of our former life business in that country. Currently the forward property investment programme involves some £17 million.

Aggregating the totals for the past three years, £100 million has been invested in gilt-edged, £98 million in equities and £18.1 million in property.

The gross yields on the life funds were 10.14 per cent (1976-9.69) in the ordinary branch and 10.25 per cent (1976-9.74) in the industrial branch.

PROFIT AND LOSS ACCOUNT

The transfers from the long-term funds amount to £4,698,000 as against £3,956,000. There is also a transfer from the general branch account of £553,000 as against £567,000 and the transfer out to the marine, aviation and transport account has been reduced from £100,000 to £50,000.

Investment income on stockholders' funds for the year is £1,571,000. After allowing for other income, expenses and taxation the net profit for the year is £5,617,000. In addition, the fund has been adjusted to take credit for what has proved to be an over-provision of £650,000 in tax arising from previous years' operations. From both these sources together, £750,000 has been transferred to the general branch reserve fund.

After the proposed increase in the dividend, the carry-forward has been increased to £4,177,000.

THE NEW STATE PENSION SCHEME

1978 is the year of the introduction of the long-advertised new state pension scheme. All employers with a pension scheme for their staff have had to decide whether to contract out of or to contract in to the new scheme. In the former case, and very often in the second case also, they have had to make extensive amendments to the rules of their scheme. This has involved those insurance companies, such as ours, who insure such schemes in a great deal of extra and unremunerative work. We have had to advise employers as to which decision is in their best interest and this is something that can only be decided scheme by scheme. The majority of our schemes are small ones and we have advised most of our policyholders to contract in. In the case of our own staff scheme, we have decided, after consultation with the trade unions representing the members, to contract out. It was a very finely balanced decision without, we consider, any marked advantage either way. During the last nine years we have made preparations to meet the changes proposed in connection with no fewer than three new national insurance schemes, two of them abortive. Even before the implementation of the latest, further amendments are being adumbrated. Whatever the merits of these amendments, and some are, at best, dubious, the primary requirement at present is for a period of quiet consolidation.

WILSON COMMITTEE

Your Company will of course be deeply interested in the conclusions reached by the Committee, and even more so in any changes of law or practice which may be proposed as a result. The insurance industry has given clear and full evidence to the Committee, drawing conclusions which we fully support.

Under the weight of overwhelming evidence to the contrary from all sides, the contention that Britain's poor performance

in terms of industrial development and re-equipment has been due to the failure of investing institutions to provide finance is now accepted to be false, except by those to whom it is a vital part of a political proposal for the control of institutional investment. In furtherance of this proposal it is still being suggested in some quarters that the growth of pension funds and life funds has been or will be such as to give them too powerful a position in the Nation's affairs. This argument ignores the fact that the funds concerned are not one vast conglomerate, but a very large number of independent organisations each seeking to employ its assets to the best effect for its beneficiaries. To replace this situation with one giving ultimate control of the whole to one central body of some sort would be a strange answer to the basic criticism of concentration of power, even were that criticism valid. Certainly there is no evidence to suggest that investing bodies within the public sector have adopted a level of economic responsibility superior to that of the private sector.

I have no doubt that our industry will be ready to discuss any problems whose existence the Committee demonstrates, to see whether solutions compatible with our duties towards our policyholders, staff, and stockholders are available.

CONSUMER PROTECTION

The large majority of our policyholders in the ordinary branch and virtually all of those with premium paying policies in the industrial branch have participating policies. That is to say, they share between them 90 per cent of the surplus of the branch as disclosed by the annual valuation, only 10 per cent going to stockholders. We are therefore, in common with most of the life assurance industry, concerned on behalf of our customers as well as our stockholders. The present interest in consumer protection therefore accords well with our philosophy. However, we have always taken the view that the individual policyholder should not, by asking for costly exceptional treatment or attention, reduce the return to his fellow customers. Much of the current consumer-related legislation is in the direction of giving increased rights to the individual at the expense of the corporation. Whether the ultimate cost falls upon the shareholder or the other consumers (and, in our case, the additional expense must largely be met from money which would otherwise have been allotted as bonuses to policyholders) we consider that there is a tendency, particularly within the European Economic Community, for legislation in this direction to go too far, so that the interests of the majority of policyholders are prejudiced by the need arising from such legislation to indulge the over-demanding wishes of the minority.

INFLATION AND INCOME CONTROL

Inflation is perhaps potentially more damaging to life assurance than to any other type of business, in that it diminishes confidence in long term saving and makes the control of expenses in relation to premium income extremely difficult. It is of utmost importance to the Nation as a whole and to our industry in particular that the Government should succeed in its aim of containing inflation, and true success in this endeavour must involve much more than a mere reduction of the rate to the region of ten per cent.

However, where Government policy to this end takes the form of restrictions on pay increases, we do wish that the rules were thought out in more detail and published in a clear and comprehensive form. The present ill-thought-out policies create particular difficulties for companies like ours where some of the staff are remunerated wholly or partly by commission.

One reason for this is that the various phases of the recent pay policy have all laid down certain maxima for pay increases and these have inevitably become, in the eyes of all concerned, an entitlement. Thus, our district agents, who are paid partly by salary and partly by commission, thought it appropriate last year to press a claim for a salary increase of the maximum amount permitted by the pay policy. In fact, because life policyholders need to take out larger policies year by year to offset the depreciating value of the currency and because premiums on non-life policies should be increased each year in line with inflation, the total earnings of district agents, reflecting the consequently increased commission payments, had on average already increased by more than twice the maximum allowed to be paid to employees on fixed salaries. Further, to grant the claim unconditionally would, in our view, have damaged the competitive position of the Company and reduced the value of policyholders' savings.

Whilst we have always had the maximum regard for good industrial relations and a working environment free of disputes, we felt on this occasion that the agents' demands were unreasonable and we therefore resisted the claim. However, in the climate of the expectation generated by the pay policy, our agents took various forms of restrictive practices which persisted for nearly six months in furtherance of their claim. One effect was the greatly reduced industrial branch new business written during the year. The loss of new premium income will reduce the growth in the value of your Company in future years but not to any serious extent.

A dispute of this nature must tend to strain relationships between field management and agents but we are confident that following the settlement achieved at the year end the vast majority of our staff now want to put the events of last year behind them and wish to restore the harmonious relationships that previously existed enabling everyone, together, to get on with the job of making up the ground which we lost last year. Our aim is to help and encourage them to do so.

TRIBUTE TO THE STAFF

The agents' industrial action caused additional work and inconvenience, as well, in some cases, as loss of pay to those members of the staff not involved. I should like to express my appreciation of the considerable additional effort which many of them contributed during the action and, most particularly, during the period at the beginning of this year when the arrears of outstanding work had to be cleared up, and also of their loyalty to the Company in a difficult period. I should also like to express my pleasure at the underlying goodwill between all members of staff which has facilitated, with very minor exceptions, the general return to normal working.

The Annual General Meeting of the Company will be held on May 24th at 12 noon at the Registered Office, High Holborn, London WC1V 7EB.

EXTRACTS FROM 1977 ACCOUNTS

	1977	(1976)
* New Life Premiums per annum	£21.7m	(£23.5m)
* New Life Sums Assured	£532m	(£597m)
* Life Premium Income	£130m	(£119m)
* Life Surplus allocated to policyholders	£42.3m	(£36.6m)
* Assets of Long Term business		
— Balance sheet value	£929m	(£862m)
— Market value	£1,366m	(£1,042m)
* General Branch premium income	£33.2m	(£29.0m)
* General Branch underwriting result	£3.0m loss	(£2.6m loss)
* General Branch trading result	£0.5m profit	(£0.5m profit)
* Assets of Short Term business		
— Balance sheet value	£61.0m	(£54.9m)
— Market value	£83.0m	(£66.2m)
* Profit and loss account income (net transfers plus investment income less taxation)	£5.6m	(£4.7m)
* Total assets of the Group increased by £73 million to £1,021 million		

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Budget revives optimism about Britain's future

BY JOHN ELLIOTT, INDUSTRIAL EDITOR

BY OUR MOTOR INDUSTRY CORRESPONDENT

BY MAX WILKINSON

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LABOUR NEWS

APEX may end
Grunwick
strike soon

BY PAULINE CLARK, LABOUR STAFF

THE 23-MONTH STRIKE at the Grunwick film-processing factory in North London is likely to be called off by union leaders within five weeks.

The death knell of the strike over union recognition was sounded at the week-end at the annual conference of the Association of Professional, Executive, Clerical and Computer Staff as delegates overwhelmingly rejected a call for resumption of mass picketing and for blacking of all essential services to the company.

The chances of the strike continuing seem slender. Mr. Roy Grantham, the general secretary, told delegates at Eastbourne that unless the Government Advisory Conciliation and Arbitration Service recommended union recognition at Grunwick within four or five weeks, the union would have to call it off.

Since the Law Lords' ruling late last year invalidating the original ACAS recommendation on union recognition, the Service has continued to try to arrange a further survey of workers' opinions on the issue in the factory.

But little progress seems to have been made, and the official word from ACAS yesterday offered the strikers little hope of a solution before the union's deadline. The Service was continuing "in constant touch with both sides through meetings and letters."

It is known to have been presented at the first meeting with the company after the Lords decision with a workers' petition asking it not to subject them to a further test of opinion.

In the absence of a further survey, and another recommendation from ACAS, it is up to the union to decide whether to withdraw its reference under Section 11 of the Employment Protection Act and release the Service from its obligation to pursue the issue.

The conference of the 148,000-strong union overwhelmingly rejected a proposal that the executive be censured for its conduct in the dispute, in which there were violent clashes between picket line and police last summer, and a series of court cases on ACAS's role on the recognition issue.

Mr. Grantham said that if ACAS did recommend recognition within five weeks, the union would fight "with all its strength." But the executive did not propose to pursue it beyond that point.

If the strike were called off, APEX would help the dismissed Grunwick workers find other jobs.

The conference called on the Government to introduce amending legislation on ACAS's role in such disputes "in line with the spirit and intent of the original legislation."

Opening the debate on the economy, Mr. Grantham appealed for a new "understanding" on pay between trade unions and Government. What was wanted, he said, was a more flexible formula, and not a situation in which TUC and Government must fight rigid norms.

Plea to
Murray on
gallery row

AN APPEAL is to be made to Mr. Len Murray, TUC general secretary, to intervene in the inter-union dispute which threatens to close London's Tate Gallery on Sunday.

Mr. Joe White, Transport and General Workers' Union shop steward at the Tate, said: "I shall be writing to Len Murray to ask him to intervene."

Mr. White claimed that by the week-end, 130 of the 134 workers at the gallery would have left the Civil Service Union and joined his union.

Employees at the Tate—including security workers and cleaners—plan to hold a meeting to-morrow to decide whether to strike on Sunday and close the Tate for the day.

They want the gallery management to recognise the transport union as the negotiating body for Tate workers.

Second thoughts

UNION LEADERS representing 800,000 building workers will meet on Friday to see whether they should have second thoughts on a pay deal. Ten days ago, negotiators for the construction workers' union, the Transport and General Workers' and General and Municipal Workers' Union seemed prepared to urge acceptance.

'One union' plea

The present inquiry into bank staff representation should propose the formation of a single union in each of the five London clearing banks, Mr. Eddie Gale, general secretary of Barclays Group Staff Association has said.

Reply expected
from Thomson
journalists to-day

BY OUR LABOUR STAFF

JOURNALISTS sacked by Thomson Regional Newspapers in Hemel Hempstead, Hertfordshire, are expected to reply to-day to management proposals for settlement of their pay and productivity dispute. Meanwhile National Union of Journalists leaders are preparing for further action elsewhere in the group's newspapers from to-morrow.

The 77 NUJ members in Hemel Hempstead were dismissed early last week for working to rule and are demanding pay for the period they were not working.

After the sacking of a further 310 journalists in Cardiff, Middlesbrough and Reading in the past three days because they refused to resume normal working, the NUJ decided at an emergency executive meeting on Friday to order a further 326 Thomson employees to start a retaliatory all-out strike from to-morrow.

The journalists involved at Newcastle upon Tyne and South Wales are said by management to have already effectively withdrawn their labour for a week while they held prolonged mandatory union chapel meetings.

The row over pay within the group led last week to a 24-hour protest strike in support of Hemel Hempstead by more than 3,000 Thomson journalists, although papers continued to be produced by editors.

The group said yesterday that it was "disappointed" at the NUJ's plans for further industrial action while new proposals were being considered at Hemel Hempstead.

Bargaining rights deal

TRADE UNION bargaining by the Advisory, Conciliation and Arbitration Service. All previous union agreements in the North Sea had been limited to supply and construction workers, the union said.

● To-morrow is the deadline for the union membership ballot for oil company employees on the Occidental Piper platform. It is expected the result will be known by the week-end.

May 1978

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PULLMAN
INCORPORATED

Chicago-Pullman Inc. reported for the 1st quarter 1978 a net income of \$3,858,000 (\$0.35 a share) despite a strike which kept the Pullman Standard division shut down through the 1st quarter of 1978. Net income for the 1st quarter of 1977 was \$5,707,000 (\$0.52 a share).

Revenues of \$499,747,000 in the 1st quarter of 1978 were almost 7% higher than revenues of the 1st quarter 1977 (\$467,112,000). With new orders of \$516,000,000 during the 1st quarter, Pullman Inc. consolidated backlog has been maintained at the record high level of \$4,200,000,000.

S. B. Casey Jr., President of Pullman Inc., stated that earnings from engineering and construction, truck trailers, and the leasing and financing of transportation equipment more than offset losses due to the United Steelworkers strike. The strike ended on April 4, and all car plants resumed production by April 10, under the terms of the new three-year contract.

Pullman Inc. declared a dividend of \$0.35 per share, continuing the corporation's 110-year record of consecutive quarterly cash dividends, the longest of any U.S. industrial company.

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Holders of the above mentioned bonds are hereby informed that the 9th annual instalment of 120 bonds of a nominal value of 100,000.- each and by purchase in the market of 170 bonds of a nominal value of 100,000.- each and partially by drawing by lot of the remaining 230 bonds of a nominal value of 100,000.- each.

The bond numbers so drawn are the following:
7,354-7,380, 7,400-7,434, 7,454-7,500, 7,541-7,570, 7,588-7,597, 7,598-7,600, 7,601-7,603, 7,604-7,605, 7,606-7,608, 7,609-7,610, 7,611-7,612, 7,613-7,614, 7,615-7,616, 7,617-7,618, 7,619-7,620, 7,621-7,622, 7,623-7,624, 7,625-7,626, 7,627-7,628, 7,629-7,630, 7,631-7,632, 7,633-7,634, 7,635-7,636, 7,637-7,638, 7,639-7,640, 7,641-7,642, 7,643-7,644, 7,645-7,646, 7,647-7,648, 7,649-7,650, 7,651-7,652, 7,653-7,654, 7,655-7,656, 7,657-7,658, 7,659-7,660, 7,661-7,662, 7,663-7,664, 7,665-7,666, 7,667-7,668, 7,669-7,670, 7,671-7,672, 7,673-7,674, 7,675-7,676, 7,677-7,678, 7,679-7,680, 7,681-7,682, 7,683-7,684, 7,685-7,686, 7,687-7,688, 7,689-7,690, 7,691-7,692, 7,693-7,694, 7,695-7,696, 7,697-7,698, 7,699-7,700, 7,701-7,702, 7,703-7,704, 7,705-7,706, 7,707-7,708, 7,709-7,710, 7,711-7,712, 7,713-7,714, 7,715-7,716, 7,717-7,718, 7,719-7,720, 7,721-7,722, 7,723-7,724, 7,725-7,726, 7,727-7,728, 7,729-7,730, 7,731-7,732, 7,733-7,734, 7,735-7,736, 7,737-7,738, 7,739-7,740, 7,741-7,742, 7,743-7,744, 7,745-7,746, 7,747-7,748, 7,749-7,750, 7,751-7,752, 7,753-7,754, 7,755-7,756, 7,757-7,758, 7,759-7,760, 7,761-7,762, 7,763-7,764, 7,765-7,766, 7,767-7,768, 7,769-7,770, 7,771-7,772, 7,773-7,774, 7,775-7,776, 7,777-7,778, 7,779-7,780, 7,781-7,782, 7,783-7,784, 7,785-7,786, 7,787-7,788, 7,789-7,790, 7,791-7,792, 7,793-7,794, 7,795-7,796, 7,797-7,798, 7,799-7,800, 7,801-7,802, 7,803-7,804, 7,805-7,806, 7,807-7,808, 7,809-7,810, 7,811-7,812, 7,813-7,814, 7,815-7,816, 7,817-7,818, 7,819-7,820, 7,821-7,822, 7,823-7,824, 7,825-7,826, 7,827-7,828, 7,829-7,830, 7,831-7,832, 7,833-7,834, 7,835-7,836, 7,837-7,838, 7,839-7,840, 7,841-7,842, 7,843-7,844, 7,845-7,846, 7,847-7,848, 7,849-7,850, 7,851-7,852, 7,853-7,854, 7,855-7,856, 7,857-7,858, 7,859-7,860, 7,861-7,862, 7,863-7,864, 7,865-7,866, 7,867-7,868, 7,869-7,870, 7,871-7,872, 7,873-7,874, 7,875-7,876, 7,877-7,878, 7,879-7,880, 7,881-7,882, 7,883-7,884, 7,885-7,886, 7,887-7,888, 7,889-7,890, 7,891-7,892, 7,893-7,894, 7,895-7,896, 7,897-7,898, 7,899-7,900, 7,901-7,902, 7,903-7,904, 7,905-7,906, 7,907-7,908, 7,909-7,910, 7,911-7,912, 7,913-7,914, 7,915-7,916, 7,917-7,918, 7,919-7,920, 7,921-7,922, 7,923-7,924, 7,925-7,926, 7,927-7,928, 7,929-7,930, 7,931-7,932, 7,933-7,934, 7,935-7,936, 7,937-7,938, 7,939-7,940, 7,941-7,942, 7,943-7,944, 7,945-7,946, 7,947-7,948, 7,949-7,950, 7,951-7,952, 7,953-7,954, 7,955-7,956, 7,957-7,958, 7,959-7,960, 7,961-7,962, 7,963-7,964, 7,965-7,966, 7,967-7,968, 7,969-7,970, 7,971-7,972, 7,973-7,974, 7,975-7,976, 7,977-7,978, 7,979-7,980, 7,981-7,982, 7,983-7,984, 7,985-7,986, 7,987-7,988, 7,989-7,990, 7,991-7,992, 7,993-7,994, 7,995-7,996, 7,997-7,998, 7,999-8,000.

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much easier with a Push-Button Keyphone, making phoning less tiring and frustrating for really busy people.

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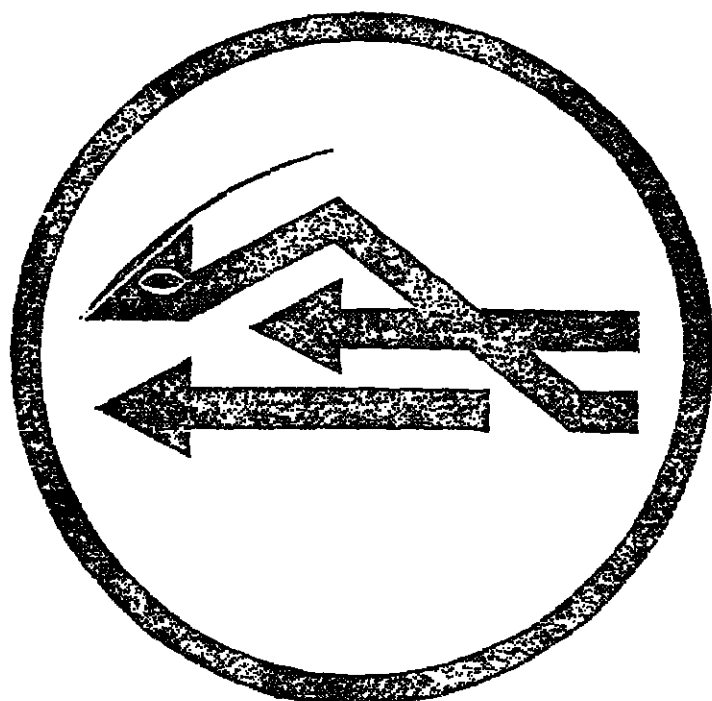
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FILM AND VIDEO

BY JOHN CHITTOCK

Video disc jockeying

FUTUROLOGY in the audio-visual business has dominated the minds of nearly everyone who has to make financial decisions in the industry. The past 15 years has witnessed great changes: once it was simple old industrial films; but the rise of audio-visual aids generally—and of video in particular—has extended the field of vision to the point when anything that moves or forms an optical image is fair game if it involves information, technology, education, promulgation or money.

Despite the changes, especially those of the past few years, the frustrating thing about this dramatic progress is that still no one really knows where it is leading. The promised videocassette revolution (inches or centimetres) itself tantalisingly nearer—without actually arriving. Undoubtedly there is now no way of avoiding it, as the JVC VHS system and Sony's rival Betamax begin to add a new dimension of marketing power to the industry. But the potential of the video disc—which is to videocassettes what the audio disc is to tape—continues to confuse the issue.

The video disc has yet to arrive on a significant commercial scale, but this could start to happen at the end of the year when Philips and MCA test market their VLP system in the U.S. Meanwhile, as the video cassette gains ascendancy, no one seems sure any longer whether the two technologies will complement each other or fight it out to the death—with broadcast television, the commercial cinema and 16mm film becoming unwilling participants in the contest.

An attempt to shed a glimmer of light on this audio-visual scene comes later this week with publication of the results of a survey carried out by Screen Digest. A cross-section of its subscribers (who are mostly in the media industries) expect videocassettes to show exceptional growth during the next three years—with rental of recorders dominating the meantime are the claims of varying credibility from up to 30 rival video disc systems. Although most experts now

believe that the Philips/MCA will be the winner, RCA and Thomson-CSF have attractive and non-compatible video disc systems. Of the others, two new entrants in the race cannot be lightly dismissed—Matsushita and IBM. The latter is a completely dark horse whose existence became known only last week.

Yet the video disc manufacturers do seem to agree that they must solve the conflict of standards produced by their rivalry—an agreement typified by their co-operation in the Video Disc Study Group of the Society of Motion Picture and Television Engineers. The main reported conclusion of the preliminary findings is that the developers of video discs have vastly different ideas from the end users about how the technology will be used in industry. Apart from its entertainment potential, the video disc will provide an exceptionally convenient way of storing visual information—with almost instant access to any one of over 40,000 colour pictures. According to the SMPTE survey, potential users want so far—his answers left the door open for Sony to adopt someone else's video disc system, which would be a major reversal of Sony's usual style.

The U.K. has not been backward in seeing the potential for video discs. Although there have been British-developed systems abandoned on the way (including the world's first in 1928, from John Logie Baird), activity in the U.K. has centred on programming and entrepreneurial schemes.

Even if this accelerating journey down the audio-visual road begins to yield more questions than answers, there is a feeling of great excitement in the business. In response to the Screen Digest survey, optimism abounds. Most rapid growth predicted will be in the use of these media in training and education. There are other new opportunities so far unsurveyed, notably in the Third World—which must become a huge customer for audio-visual hardware and media. Britain has particularly well-developed connections here in supplying programmes, information and services—even though our greatest hardware export may turn out to be flannel boards. It is a general area of export potential and political influence that the British Government might do take longer to arrive, with

some im. players in Britain by the mid-1980s. One respondent in Nigeria puts the whole matter into perspective, however, by predicting exceptional growth there for flannel and magnetic boards. In the U.S., video discs have been the specific subject of a survey carried out by the Society of Motion Picture and Television Engineers. The main reported conclusion of the preliminary findings is that the developers of video discs have vastly different ideas from the end users about how the technology will be used in industry. Apart from its entertainment potential, the video disc will provide an exceptionally convenient way of storing visual information—with almost instant access to any one of over 40,000 colour pictures. According to the SMPTE survey, potential users want so far—his answers left the door open for Sony to adopt someone else's video disc system, which would be a major reversal of Sony's usual style.

Information

The video disc clearly has great possibilities if integrated into an information chain. Hospitals could store x-rays in a fraction of the space currently occupied by film, and in an ideal world could yield instant access via closed circuit television to any point in the building.

In the popular role of video discs—replaying programmes on a TV screen—the medium offers almost infinite life compared with videocassettes, occupies negligible shelf space, and promises to cost anything from one quarter to one tenth the price of the pre-programmed videocassettes.

It seems probable that in the end the two technologies will survive side-by-side in affluent homes at least, with videocassette machines being used mainly for user-recording of TV programme and video discs as a relatively cheap source of pre-show programmed material.

Adding to the confusion in the meantime are the claims of varying credibility from up to 30 rival video disc systems. Although most experts now

believe that the Philips/MCA will be the winner, RCA and Thomson-CSF have attractive and non-compatible video disc systems. Of the others, two new entrants in the race cannot be lightly dismissed—Matsushita and IBM. The latter is a completely dark horse whose existence became known only last week.

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APPOINTMENTS

Reed International executive changes

REED GROUP LIMITED, the European paper and packaging division of Reed International, has made the following senior executive appointments.

Mr. C. B. Warrington, deputy chairman of the paper division and a director of Reed Group, has become deputy chairman of the Board of Reed Group. Mr. A. R. Chalk, managing director of Spicers, Mr. E. Doerbar, chairman and chief executive of Spicer-Cowan, and Mr. J. Hubbard, managing director of Reed Medway Division, have joined the Reed Group Board.

Mr. S. T. Graham has been elected chairman of the MIDLAND BANK TRUST COMPANY in succession to Lord Helsby, who has retired from the Board. Mr. J. Cox has become deputy chairman. Mr. Graham is a director and a chief general manager of Midland Bank and Mr. Cox is a senior general manager, Midland Bank.

Mr. David Simpson has been appointed chief executive of HERITABLE INDUSTRIAL HOLDINGS, a subsidiary of the Heritable and General Investment Bank. Mr. Simpson was until recently director of manufacturing Leyland Cars and managing director designate of Pressed Steel Fisher.

Mr. J. S. Cumming, Mr. G. G. L. de Geer, Mr. R. A. Hambro, Lord Irwin, Mr. M. V. St. Giles, Mr. I. L. Schmiegelow and Mr. A. F. Steel have been appointed directors of HAMBROS BANK.

Dr. Gordon Taylor is to be the next chairman of the London Transport Committee of the GREATER LONDON COUNCIL. He will succeed Mr. Harold Mote, who becomes chairman of the Council on May 16.

Mr. John Baxter has been appointed company chief engineer of TRIPLEX SAFETY GLASS. He was previously with Courtauld.

Mr. John C. Hayward has been appointed to the Board of GARTON ENGINEERING and continues as company secretary.

Mr. Derek Nightingale has been elected president of the BRITISH TEXTILE EMPLOYERS' ASSOCIATION in succession to Mr. Edmund Garside. Mr. James Easton has become treasurer in place of Mr. Fred Dunkerley.

Mr. G. R. Jefferson, chairman and chief executive of British Aerospace Dynamics Grp, has been elected a Fellow of the City and Guilds of London Institute, British Institute of Management, and Council of Engineering Institutions.

Mr. Alastair Robinson has been appointed an executive director of MERCANTILE CREDIT COMPANY. Mr. Reginald Rees, an (U.K.).

executive director, retire on June 30.

Mr. John L. Robinson has joined LCP HOLDINGS GROUP as group financial controller.

Dr. M. S. Wooding is to become chairman of CHARLES EARLY AND MARRIOTT (WITNEY) in succession to Lord Helsby, who has retired from the Board.

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Earnings?
\$5.52 per share—
up 22% over
last year.

Growth?
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Results for the year ending Dec. 31:	1971	1972	1973	1974	1975	1976	1977
Income (millions)	\$ 5.2	\$ 8.7	\$ 16.3	\$ 22.1	\$ 29.4	\$ 38.7	\$ 67.0
Sales (millions)	\$ 889	\$ 960	\$1,166	\$1,262	\$1,443	\$1,519	\$1,537.7
Earnings per share	\$0.42	\$0.70	\$ 1.30	\$ 1.77	\$ 2.33	\$ 4.51	\$ 5.52
Dividends paid (per share)	\$0.20	\$0.20	\$0.216	\$ 0.26	\$ 0.26	\$ 0.50	\$ 1.00

Return? It's up
to 12.9% on
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Businessman's Diary

U.K. TRADE FAIRS AND EXHIBITIONS

Date	Title	Venue
May 7-10	Incentive Marketing and Sales Promotion Exbn. and Conference	Metropole Centre, Brighton
May 8-10	Engineering Teaching Equipment Manuf. Assoc. Exbn.	West Centre Hotel, W.1
May 8-12	Electronic Test and Measurement Equipment Exbn.	U.S. Trade Center
May 10-12	Int. Welding Engineering Exbn. and Conf.	Harrogate
May 11-12	International Decasting Exhibition	Olympia
May 11-17	European Computing Congress and Exbn.	Wembley Conf. Centre
May 11-17	Meat Trades Fair	Alexandra Palace
May 12-17	Int. Domestic Electrical Appliances Trade Fair	Nat. Exbn. Centre, B'ham
May 12-17	Materials Handling and Factory Equipment Exbn.	Belle Vue, Manchester
May 15-17	Specbuild (building products) Conf. and Exbn.	Olympia
May 15-17	Int. Conf. and Exbn. European Cellulose and Paper Assoc.	Connaught Rooms, W.C.1
May 21-23	Business to Business Exhibition	Horticultural Halls, S.W.1
May 21-23	Royal Bath and West Show	Shepton Mallet
May 21-23	Royal Hospitals Exhibition	Olympia

OVERSEAS TRADE FAIRS AND EXHIBITIONS

Date	Title	Venue
May 6-11	International Book Festival	Paris
May 8-11	Offshore Technology Conf. and Exbn.	Houston, Texas
May 8-12	Int. Technology Exchange Fair	Utrecht
May 9-11	Compec Europe	Brussels
May 13-20	Int. Surface Treatment and Finishing Exbn.	Paris
May 13-20	Woodworking Machine Exhibition	Milan
May 13-20	Welding Fair	Zagreb
May 19-27	Public Works Exhibition	Paris
May 22-June 1	Int. Industrial Equipment Exbn.	Brussels
May 22-June 1	Israel Technology Week	Jerusalem
June 12-16	World Congress on Automatic Control	Helsinki
June 13-21	Int. Rubber and Plastics Conf. and Exbn.	Paris
June 15-18	Solar Energy Exbn. and Congress	Genoa

BUSINESS AND MANAGEMENT CONFERENCES

Date	Title	Venue
May 4	Westminster Chamber of Commerce: First Annual Conf.	London Hilton, W.1
May 4	British Institute of Management: Management of Product Design and Innovation	Royal Lancaster Hotel, W.2
May 4	National Chamber of Trade: Annual Conference	Llandudno
May 6-9	Keith Shipton Developments: Risk Management in Practice	Tower Hotel, E.1
May 6-9	Financial Times: The 1978 Euromarkets Conference	Royal Lancaster Hotel, W.2
May 9	The Industrial Society: Profit Sharing—Employee Share Ownership	Quaglin's, S.W.1
May 9	ACB Conference Services: Executive Stress	Inst. of Directors, S.W.1
May 9	Oyez: International Transfer Pricing Policies	London Press Centre, E.C.4
May 9-10	Zinc Development Association: Die Casting Conference	London Hilton, W.1
May 9-11	Shirley Institute: Textile industry—protecting the environment, producer and consumer	Manchester
May 9-12	British Association for Commercial and Industrial Education: Job Analysis	BACIE Train. Centre, London
May 10	Oyez: Tax and Property	Hotel Inter-Continental, W.1
May 10-12	Advanced Management Research (AMR): Management Skills for Women	Churchill Hotel, W.1
May 15-19	Keppner Tregoe: Decision Making for Senior Management	Perry Hall Hotel, Bromsgrove
May 15-16	Financial Times: The North Sea and its Economic Impact	Grosvenor House, W.1
May 16	European Study Conferences: The Finance Bill 1978	Royal Lancaster Hotel, W.2
May 16	Inst. of International Licensing Practitioners: Nuts and bolts of technology transfer	Imperial College, S.W.7
May 16	British Plastics Federation: Plastics Component Engineering	RAPRA, Salop
May 16-17	AMR International: Project Financing	Portman Hotel, W.1
May 17-18	Oyez: Successful accomplishment of giant projects	Hilton Hotel, W.1
May 23	CAM Foundation: Media Solutions to Marketing Problems	48, St. Martin's Lane, W.C.2
May 23	Oyez: Annual conference for Landowners, Farmers and their Advisers on Tax and Financial Planning	Savoy, W.C.2
May 23	Westminster Chamber of Commerce: Seminar on Exporting	Café Royal, W.1
May 23-26	Marchmont: International Tax Planning Conf.	Barbados
May 24	Imperial College: International Finance	London, S.W.7
May 24	British Institute of Management: Cost savings through materials handling	Tickled Trout Hotel, Preston
May 24-25	Anthony Skinner Management: Improving stock control	Piccadilly Hotel, W.1
May 24-25	Institutes of Chemical Engineers and Civil Engineers: Successful completion of overseas projects	UMIST, Manchester
May 25-26	European Study Conferences: Double Taxation—Taking advantage of international agreements	Old Government House Hotel, Guernsey

Parliament this week

TO-DAY

COMMONS—Motion to refer to Committee of Privileges the publication of proceedings of the House. Debate on enlargement of EEC. Motion on EEC document on commercial agents.

LORDS

Debate on family support and perinatal mortality.

SELECT COMMITTEES

Opposed Private Bill Committee on the Sheffield General Cemetery Bill, (2 p.m. Room 5).

TO-MORROW

COMMONS—Wales Bill, report stage.

LORDS

European Assembly Elections Bill, third reading. Scotland Bill, committee. Medicines (Radioactive Substances) Order.

SELECT COMMITTEES

Nationalised Industries, Subcommittee B. Subject: Reorganisation of electricity supply industry. Witness: Mr. A. Wedgwood Benn, Energy Secretary, (10.45 a.m. Room 8). Nationalised Industries, Subcommittee C. Subject: Independent Broadcasting Authority. Witness: Institute for Practitioners of Advertising, Association of Broadcasting Staff, (4 p.m. Room 8). Unopposed Bills Committee on London Transport Bill, (4 p.m. Room 9).

Parliamentary Commissioner for Administration

Subject: Review of access and jurisdiction. Witnesses: Justice, 5 p.m. Room 7. Race Relations and Immigration. Subject: Effects of EEC membership on race relations and immigration. Witnesses: Officials of the Home Office, (5.30 p.m. Room 5).

THURSDAY

COMMONS—Debate on Rhodesia. Motion on Milk (GB) (Amend) Order.

LORDS

Scotland Bill, committee.

SELECT COMMITTEES

Science and Technology, Technological Innovation Subcommittee. Subject: Transverse flux induction. Witnesses: Alcan Ltd, (4.30 p.m. Room 15).

FRIDAY

COMMONS—Private Members' Bills.

LORDS

Solomon Islands Bill, committee. Protection of Children Bill, second reading. Medical Bill, Commons amendments. Debate on Community Land Act.

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Frank R. Milnor, Vice-President and Treasurer, International Harvester Company

William D. Baird, Jr., Vice-President, Chemical Bank
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Since 1851, International Harvester has been a vital force in world markets. Today, with new growth opportunities overseas, the company has re-focused on the international scene. To help direct the financing and financial services required, Vice-President and Treasurer Frank Milnor has to be as multinational minded as his company. So has his Chemical banker, Denny Baird. International Harvester employs many financial institutions. But the International Harvester-

Chemical Bank relationship has been buttressed by the fact that both enjoy a strong physical presence throughout the world. So when Milnor and his team saw an overseas need, Baird and his team could provide quick response. With financing for International Harvester's exports to Iran, Colombia and Venezuela. With lines of credit for International Harvester's subsidiaries in Canada and the U.K. And with foreign exchange assistance out of Chemical Bank's Zurich office. At the same time, U.S. needs

haven't been neglected. Recently, competitive pricing and fast turn-around have helped Baird furnish a multimillion dollar financing package for the International Harvester Credit Corporation. While theirs is a professional relationship, Milnor and Baird will tell you that it's also personal and rewarding. That's what usually happens when corporate officers get together with Chemical bankers. And what results is bottom line benefits for both the company and the bank.

The difference in money is people. CHEMICAL BANK

Chemical Bank House, 180 Strand, London WC2R 1ET Tel: 379 7474 Representative Offices: Scottish Provident House, 1-2 Waterloo Street, Birmingham—Charlotte House, 17 Charlotte Square, Edinburgh. Main office New York, N.Y. 10038. Bahrain, Beirut, Birmingham, Bogota, Brussels, Buenos Aires, Cairo, Caracas, Channel Islands, Chicago, Dubai, Edinburgh, Frankfurt, Hong Kong, Jakarta, London, Madrid, Manila, Mexico City, Milan, Morocco, Nassau, Paris, Rio de Janeiro, Rome, San Francisco, Sao Paulo, Singapore, Sydney, Taipei, Tehran, Tokyo, Toronto, Vienna, Zurich.

Technical Page

EDITED BY ARTHUR BENNETT AND TED SCHOETERS

● HANDLING

Conveying cleanly round the bend

MANY of the tracking problems that can occur when multiple lines of products are being conveyed, around bends can be eliminated with a new design of powered bend which can be used on extremely tight radii.

Associated Conveyors (Torvald Group) points out that bad tracking of bend unit belts will produce wrinkles in the belt fabric and result in jerky operation. The result is that separate lines can converge, upset unstable products and cause major production holdups.

The product is designed to cope with bends of between 15 degrees and 180 degrees with an internal radius of as little as 50 mm. or as much as 1000 mm. Belt widths from 100 to 1800

mm. are handled. The secret of the bend is a drive system which employs a chain on the outside of the belt. This eliminates the requirement for driven rollers which sometimes suffer from traction problems. Thus, the new unit can incorporate a variety of terminal roller sizes or even knife edge transfers.

Associated is claiming that the new product goes a long way towards eliminating maintenance problems caused by belt wear with a consequent increase in uptime for the equipment.

Further details of the powered bend series from Associated Conveyors, Torvald Industrial Estate, Pembroke, Leominster, Herefordshire HR6 9LA, 06447 262.

● PACKAGING

Colourful cartons from new plant

BOWATER CONTAINERS has opened a new £2m. corrugated board plant which has just been installed at the company's Newport, Gwent, factory.

It houses a Simon Rengo computer-controlled continuous running corrugator and flow line system, and the company intends eventually to increase output by 40 per cent.

According to Bowater, the new unit is the most advanced in the world and the company will now be able to produce a full range of single and double wall corrugated board containers to a much higher specification, for transit and for presentation packaging of consumer goods such as electrical appliances, household goods, food and toys, as well as many industrial products.

In addition to increasing throughput, the new installation has also opened up a fresh marketing opportunity for high

quality colour printed containers. Normally it is necessary to laminate litho printed paper on to corrugated board—a time-consuming operation involving quite a high degree of waste.

On the new corrugator, however, pre-printed liners in up to six colours can be fed directly into the board-making process.

Bowater's Newport factory has a work force of 350 and is one of the company's nine major manufacturing plants scattered throughout the U.K., supplying the packaging needs of local industry.

Introduction of the new investment plans led to setting up a joint consultative committee and negotiation of a new agreement for operating the plant with local trade union representatives. Supervisors and shop stewards visited Italy and Japan to see similar installations in operation.

ROBIN REEVES.

● SAFETY AND SECURITY



Protects the face

A SIMPLE and effective answer to safety for operators spraying two-pack paints, is offered by Safety Products, Redhill.

A face mask, called the Clearway Air Fed Vizor, comprises a clear vizor mounted on adjustable headband with soft, permeable foam mouldings which seal the vizor against the wearer's forehead, chin and sides of the face,

to accommodate, where necessary, spectacles, safety glasses and beards.

A diffuser inside the base of the mask admits continuous air, which can escape through the seals and small gaps where the mask does not conform exactly to facial contours. The user's face is swept with a continuous stream of clean air which stops contaminants from entering, and prevents condensation. Air is provided from a conventional spray shop compressed air supply equipped with the necessary filtration equipment.

More on 01-639 9171.

● CATERING

Cuts cost of tea-making

WITH ENERGY conservation in mind, it is good sense to use an existing steam supply for bulk or individual tea making, rather than more expensive heating media, which premise has led to the introduction of Calmar's SL water boiler.

Instant, on-tap supply of fresh boiling water can be provided wherever steam or high temperature hot water is available as in factories, canteens, hospitals and ship's galleys. No fuel is used unless boiling water

is drawn off, a feature which not only saves energy but also reduces condensation and damage to decorations when working in a confined area.

A safety factor of the machine is the concealing of standard pipe connections, eliminating the risk of burns from exposed steam pipework. It is sleekly compact, can be mounted on wall brackets, or fitted to take up minimum counter space.

More from the company at Lupton Avenue, Leeds LS9 7DD. (0532 496881).

● TELEVISION

Low cost long cable video

AVAILABLE in this country from J. O. Grant Taylor of Potters Bar are Grundig terminal units that enable video signals to be set over pair lines—a telephone cable pair for example—instead of the more expensive conventional coaxial variety.

Impedance matching and the necessary frequency response and group delay correction are carried out using the LSV 72 balancing amplifier at the camera end of the link, with the LSV 72 correction amplifier at the receiving end.

The balancing amplifier takes

a one volt composite video signal from a 75 ohm coaxial input and delivers a balanced two volt peak-to-peak output to the two wire line. The correction unit is a low noise amplifier with sufficient gain to compensate for line loss and it incorporates adjustable frequency and phase correction networks to permit restoration of picture quality.

Television signals can be sent over 1.5 km with a received picture resolution of 400 lines per picture width. Up to 4.5 km becomes possible with two intermediate amplifiers.

More on Potters Bar 42323.

● COMMUNICATIONS

Phone link for data users

VOICE digitising equipment made by Time and Space Processing Inc. of California is being made available in the U.K. by Cole Electronics of Croydon.

Purpose is to transmit high grade voice signals over a 2400 bits/sec. synchronous data channel. According to the company savings of many thousands of pounds a year can be made by users contemplating the purchase of an additional leased line over an extended distance if a suitable means is used of

combining voice and data signals over a common route.

Cole states that although units have existed for some time that will perform this function, user objection to the speech quality has prevented large scale introduction.

The T and SP unit does not suffer from "Mickey Mouse" speech problems and speaker identification is guaranteed. More from the company at Lansdown Road, Croydon CR9 2EB (01-686 4411).

● MAINTENANCE

Improved sweeper

THE LATEST development of the Roadmaster 1500 mechanical sweeper, first introduced by Blaw Knox some eight years ago, is the Mk. IV version, designed especially for municipal street cleaning duties.

Significant changes are in the design of the operator's cab and the brush system, there is greater headroom and legroom

and three hydraulically driven brushes with the two side brushes mounted in a new position, set close to the main brush, improve sweeping performance.

The new design, and the smaller Pathmaster 42, will be shown at Expomat in Paris, May 19-27. More from the company at Short's Way, Rochester, Kent. 0634 41041.

● PROCESSES

Plastics kept dry

MANUFACTURERS can pre-dry plastics materials prior to processing with an economically priced, portable drier just on the market from Regis Machinery (Sussex) Richmond Road, Bognor Regis. 02433 25661. The device called the RS Portodrier, is self-contained,

consists of a single-phase, electric motor-driven fan and thermostatically controlled heating element and weighs only 5kg. It can be fitted to circular or rectangular hopper covers of the smallest extruders or injection moulding machines, and one drier can serve several machines.

Controls the speed

SAFETY STOPPING devices are the principal features of a pneumatically powered grinder introduced by the Tool Division of Consolidated Pneumatic Tool Company, Abingdon.

The operator is protected by an overspeed prevention device which is designed to cut off the power supply should overspeeding occur. Once the CP "safe-stop" has been operated the grinder cannot be re-started or the stopping device by-passed in any way, ensuring that the tool is taken out of service until the fault is traced and properly rectified.

The tool is supplied in both horizontal and angle versions and designed for use with standard abrasive wheels, cut-off discs, sanders and wire brushes both versions are available with 3 hp. or 4 hp. motors which are of the newly developed utilised type able to be removed intact for servicing.

More on 01-570 7321.

A warning to all

THE OBVIOUS uses of sirens as fire and intruder alarms have been extended with many other applications throughout industry and the domestic field. Siren devices can be fitted to the rear of lorries, buses and other vehicles to give a sound warning for safe reversing. Other examples are fault alarms on chemical and engineering process plant, and as an effective anti-mugging device.

An omnidirectional electronic siren capable of producing a penetrating 101 dB(A) alarm signal at 1 metre, but with an average power consumption of less than 1.2 watts is the Wailer,

● COMPUTING

New force in point of sale

AGGRESSIVELY expanding its financial and business market penetration, Chubb Electronics has taken under its wing, through its Gross Cash Registers acquisition, two types of point of sale equipment made in the U.S., which it is promoting throughout the European market.

Despite the acute competition in this particular area of business electronics—from IBM, NCR, ICL and several other well-known names—the company appears confident that the equipment, because of its high reliability record from the 25,000 terminals already installed in the U.S. by the maker, Datatrol, will win prompt acceptance.

It quotes a mean time between failures of 36 months for non-print terminals and one of 11.6 months for printing terminals on a one-user population of 580 units.

Another point advanced is the simplicity of the devices which makes operator retraining very easy.

Offered are the CR1 for large stores and the CR3, which is a

small, cassette-loaded off-line unit.

Based on a Data General Eclipse, this unit can run a very large network, and, Chubb says, is so low in cost that for a 600 terminal array in eight branches, the charge comes to little more than if the stores were equipped throughout with the equivalent number of electronic cash registers.

CR3 is a compact unit like an electronic cash register, but with cassette data capture and ability to handle up to several hundred data entry sequences.

This means that the untutored operator can select an entry sequence for any particular result required by punching the appropriate code and be guided through the required key strokes by the equipment. So verification procedures pose no problems and the machine can be set to calculate tax and discount as needed.

More from Gross Cash Registers (Chubb Group), Crowhurst Road, Hollingbury, Brighton, East Sussex BN1 8AQ. 0273 506241.

● RETAILING

Speeds work of cashiers

PROGRAMMABLE cash register L35 introduced by Sweda International can be programmed from the keyboard and also has extensive analysis facilities.

Versions range from a machine with 16 totals that can accommodate five cashier's activities, to the model D which can handle 80 departmental totals and can hold up to 79 preset prices.

These preset prices can be recalled at the touch of a button and at each depression the item is automatically recorded as a sale and the amount is added to the appropriate departmental analysis total. An item counter is incorporated.

Two illuminated "green on 3090).

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Milano-Piazza Diaz 7 (Italy)

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Paid-up capital L. 2 500 000 000

Milano-Piazza Diaz 7 (Italy)

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Pavia-Strada Nuova 51 (Italy)

DREIECK-IMMOBIL. UND FINANZ AG

Paid-up capital S.F. 6 000 000

Chur-Grabenstrasse 15 (Switzerland)

DREIECK LEASING S.A.

Paid-up capital S.F. 8 000 000

Lausanne-7, Chemin des Charmettes (Switzerland)

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Paid-in 50%

Luxembourg-37, rue Notre-Dame (Luxembourg)

	1976	1977
	US\$ millions	US\$ millions
Consolidated Assets	181	202
Consolidated stock capital and reserves	23	26
Long term loans	53	67
Consolidated Income	29	40
Net Profit after taxes	1.8	2.0



Sanderson

ROUGH TERRAIN FORKLIFTS

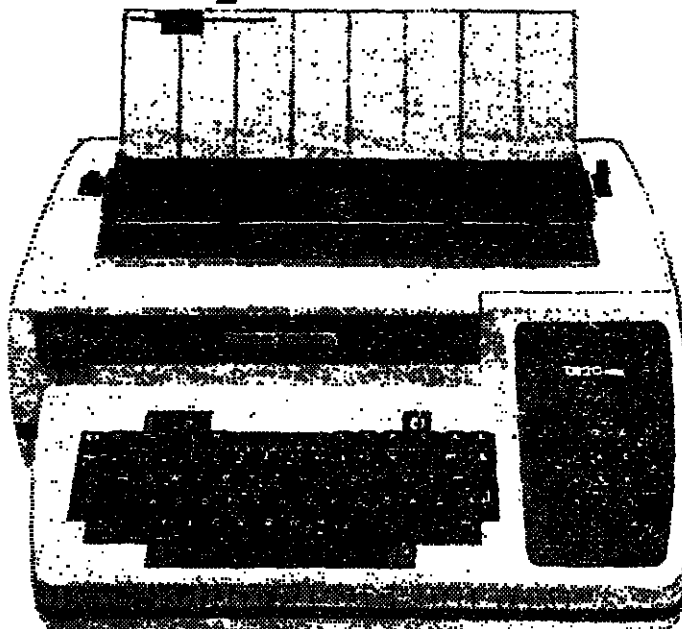
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The hazards of employee reports

Employee Reports, by Anthony Hilton. Woodhead-Faulkner, £12.50, 113 pages, plus 72 pages of plates.

THERE is a cynical saying that companies only try to communicate their results to their employees when profits are bad. A seasoned trade unionist quoted in Anthony Hilton's book remarked pithily: "I have yet to meet a boss who wasn't going broke when it came to the annual wage round." The problem with reporting to employees

an investigation has been mounted by the U.S. Department of Health, Education and Welfare, while the Sudreau Report in France can also be mentioned. Within the past few months the UN has been stirring up controversy with its report calling for wider "social" reporting by multinational concerns.

There is plenty of practical advice in the book about how reports to employees (and reports about employees) should be set out. And there are

BOOK REVIEW BY BARRY RILEY

therefore centres around the question of how to gain credibility, of how to avoid the trap of employees coming to regard the gaily-coloured, graphically ingenious documents circulated to them as being "patronising and gimmicky, and peddling propaganda."

Mr. Hilton's book, sub-titled "how to communicate financial information to employees," is meticulously researched and attractively produced, with a lavish centre section of practical examples of the art. But in the end there are no really convincing arguments about how to bridge the credibility gap. Is employee reporting to be just another tool of management, or is it to be a way of forging a common purpose?

The author's final conclusion is surprisingly lukewarm. "Employee reports are just a stage in the evolution of communication and participation programmes in industry," he writes. "They are worthwhile, but on their own they will not solve many problems."

The growth of employee reporting reflects, of course, a wave of concern throughout the Western world about the need to widen the audience for accounting information. The U.K. accountants produced their study of "The Corporate Report" several years ago, and

valuable warnings that the project should not be entered into lightly. Once started, any attempt to back out of annual reporting in future would be received with suspicion.

Disappointingly, however, there are few valuable suggestions about how to put employee reporting on to a more legitimate footing. Advice that reports should be put under the control of external public relations consultants may be practical, but offers no fundamental advance. And Mr. Hilton, who is editor of Accountancy Age, forthrightly rejects the possibility that the accounting profession should play a big role. Accountants lack the imagination for effective communication, he suggests, arguing that it was accountants and auditors who made published accounts incomprehensible in the first place.

There must be some other alternative: perhaps the unions could be brought into financial reporting? In the meantime Mr. Hilton's dream that both sides of industry could achieve genuine communication will not be achieved if the figures are loaded one way or the other. If, for instance, one side insists on talking about value added study of "The Corporate Report" several years ago, and

WHICH £17,000 a year chief executive was sacked from his job of running an organisation which spends an annual £250m. plus? And why did his employers feel the organisation would be best run by allowing the operating divisions to manage their own affairs without any central corporate management?

The chief executive who lost his job was Mr. Frank Amos, widely acknowledged as one of the top men in the business of running a multi-million pound local authority. But his employers, Birmingham City Council, decided last year that the provision of services to 1.1m. people could be carried out without the sophistication of corporate management.

Birmingham's decision has been echoed by a number of other local authorities over the past 12 months—making the job of local authority chief executive almost as insecure as managing a football club.

It highlights the irony that whichever political party wins power at the ballot box in this week's local government elections, the question of how that power should be implemented is still being hotly debated in town halls throughout Britain.

When the Tory re-organisation of local government took place in 1974, local authorities were all too eager uncritically to adopt what was for them a totally different management style: the grandly-titled "corporate management" involving constant control of individual services from the centre.

While many of them adopted the trappings of corporate management—such as a chief executive to run operations—it soon became apparent that this was merely lip-service as far as many town halls were concerned. About a dozen authorities have since gone so far as to scrap the new system and sack their chief executive.

Even those which have resisted the step do not appear to have embraced the concept of corporate management with any enthusiasm. A recent "think tank" report commented that "even where corporate machinery" is in existence, decisions and policies seem to be made in very much the same ways as in the past.

A similar point emerged from a detailed study of 27 local authorities carried out by the Birmingham-based Institute of Local Government Studies. Some councils were developing corporate systems that were refined "more and more" but which had "rather little or only peripheral impact upon the budgetary process."

The issue of how local authorities manage themselves is not just of academic interest—their activities impinge upon

As the country goes to the polls, David Churchill asks why 'corporate management' seems to have lost its glamour for some local authorities

The precarious life of today's Town Clerk

every aspect of industrial and public life, and the question of how public money is spent is obviously of wide concern.

Local authority management now falls between two basic extremes. Traditionally, authorities gave a wide freedom of operation to individual departments, such as education and social services, to operate independently of each other. Financial budgets tended to be set once a year, often after stormy committee meetings, and then departments were left alone to

and comprehensive manner."

It was only comparatively recently that local authorities came under intense pressure to justify their activities and their use of manpower and resources. A key factor which prompted reappraisal of their management style was the spiralling cost of providing public services in the early 1970's.

Added to this was the feeling prevalent in political circles at the turn of the decade that "big is best." This concept led

Executive replaced—to have legal training.

To keep the Chief Executive's mind and desk free to deal with major issues he should not have departmental responsibilities, Bains argued. Instead he should be assisted by a formally-recognised management team, a kind of cabinet formed from the more important department heads.

Bains recommended that inter-disciplinary teams of officials should also be formed to advise the various standing committees for each council



Rubbish collection: centrally controlled or left to its own devices?

conduct their services more or less as they saw fit.

As Mr. Freddie Ward, president of the Society of Local Authority Chief Executives (SOLACE) points out: "The defects of unco-ordinated departmentalism, with each committee and department content to paddle its own canoe, are even more obvious when the allocation of resources is critical, as at present."

The other extreme—at which some authorities have aimed, but few have achieved—is for the resources used by individual departments to be determined, allocated and continually controlled by a central or corporate management responsible for considering the resources and objectives of the organisation as a whole. Linked to this is the concept of corporate planning—looking ahead to the potential needs and problems over several years, rather than the immediate financial year.

"There is an overwhelming case," believes Mr. Ward, "for a system of corporate management which enables priorities to be established in a systematic

to the setting up of such massive Whitehall monoliths as the Department of Trade and Industry and the Department of Environment. In local government, the wholesale reorganisation which came into force in 1974 was intended to set up more powerful and larger authorities than before. The new entities were the shire counties and the metropolitan districts, with the smaller district councils as a second "tier."

Larger authorities, it was argued, would be able to afford better quality personnel, not only to run existing services, but to improve the "overall economic, cultural and physical well-being of the community."

That objective was set in the 1972 report of a working party headed by a Mr. Bains, then Clerk of the Kent County Council, and subsequently known as the Bains Report. It broadly advocated that a local authority should have a central committee to formulate main objectives and priorities and oversee all the authority's activities.

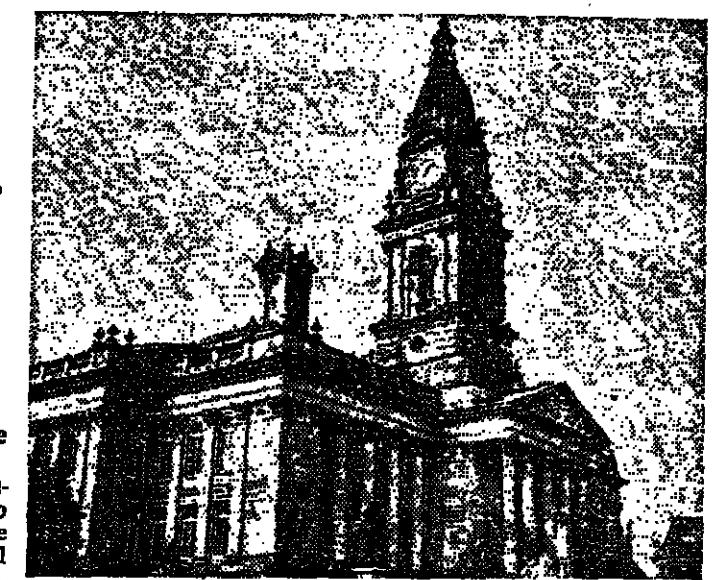
This central committee should be advised by a Chief Executive who would be the top official of the local authority, Bains suggested. The chief executive need not have any specific professional qualifications for the job, unlike the tendency for Town Clerks—who the Chief

department. This suggestion, and several other recommendations, were designed to check the growth of departmental empires and loyalties to the provision of particular services.

The Bains report was not the first time that the idea of corporate management had been mooted. As far back as 1924 the then Minister of Health felt it would be a good idea if districts, with the smaller district councils as a second "tier."

Four years later, the revolution appears to have been less than total. The Central Policy Review Staff, or "think tank" in a recent report on the relationship between central and local government, found that none of the local authorities it visited "could be described as having developed a corporate plan or as pursuing corporate management in the fuller and more ambitious sense."

Ambitious corporate management, according to the think



Trevor Humphries

tank, requires: "Comprehensive assessments of needs, existing policies and programmes; the definition, ranking and agreement of objectives; assessment of alternative ways of achieving objectives and of the trade-offs between these; and finally, based on all these, the development of a comprehensive strategy which provides the framework for all subsequent sector plans."

But the think tank did conclude that "many authorities have done quite a lot in setting up the organisation and introducing some of the basic methods needed for corporate approaches." These methods included the Chief Executive and committee structure suggested by Bains. In addition, some authorities had set up planning units to collect data on needs and resources, formulate options and plans, and carry out policy analysis and review.

Others had prepared formal statements of needs and objectives, and plans for meeting them which crossed traditional departmental fields of responsibility and spanned several years. And others still were making significant attempts to break new ground in co-ordinating resource allocation from several departments or agencies in response to a need.

But in a number of cases, the think tank adds, management style was still traditional. "The Chief Executive was simply the old town clerk (sometimes the same individual) with a new title, or the corporate planning unit simply his somewhat extended personal staff."

Although it may be unfair to judge local authorities too harshly over their reluctance rapidly to embrace corporate management in reality as well as in theory, four possible reasons were suggested by the think tank for the slower-than-expected progress.

First, changing long established ways of working is bound to be slow, especially when the old structure of services and departments remains unchanged.

Secondly, working in a corporate way is difficult, and many local authorities are simply not very good at it or

still not sure of its value. The restrictions on public expenditure over the past few years have also tended to reduce the earlier interest shown by some local authorities, who feel that a new management style needs a more prosperous economy in which to flourish.

Thirdly, corporate action by local authorities is inhibited by the mere existence of the large number of agencies with whom they have to deal. Central government departments are only one group of contacts; local authorities are another. Co-ordination between a rural county and a metropolitan district, for example, can be hampered by differences between the interests and often the political complexities of the two authorities.

Finally, local authorities' reluctance wholeheartedly to adopt corporate management may possibly be caused by the over-bearing way in which central government dictates to local authorities on many issues. Some authorities undoubtedly believe that if Whitehall is going to dictate policies and procedures, then there is little point in pursuing separate corporate plans.



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BUSINESS COURSES

Matrix management, Brunel University, Middlesex. June 20-23. Fee: £175. Details from the Secretary, Management Programme, Brunel University, Uxbridge, Middlesex.

The Art of Purchasing Management, Clarendon Hotel, Leamington Spa, June 19-23. Fee: £195 plus VAT. Details from Purchasing Economics, Pet House, 33, Station Square, Petts Wood, Kent.

Financial Public Relations, Quaglino's, London. June 14. Fee: £50 plus VAT. Details from CAM Foundation, Abford House, 15, Wilton Road, London, S.W.1.

Job Evaluation, Whites Hotel, London. June 13-15. Fee: £191.16. Details from the Course Administrator, Institute of Personnel Management, Central House, Upper Woburn Place, London, W.C.1.

FOOD FOR THOUGHTFUL INVESTORS

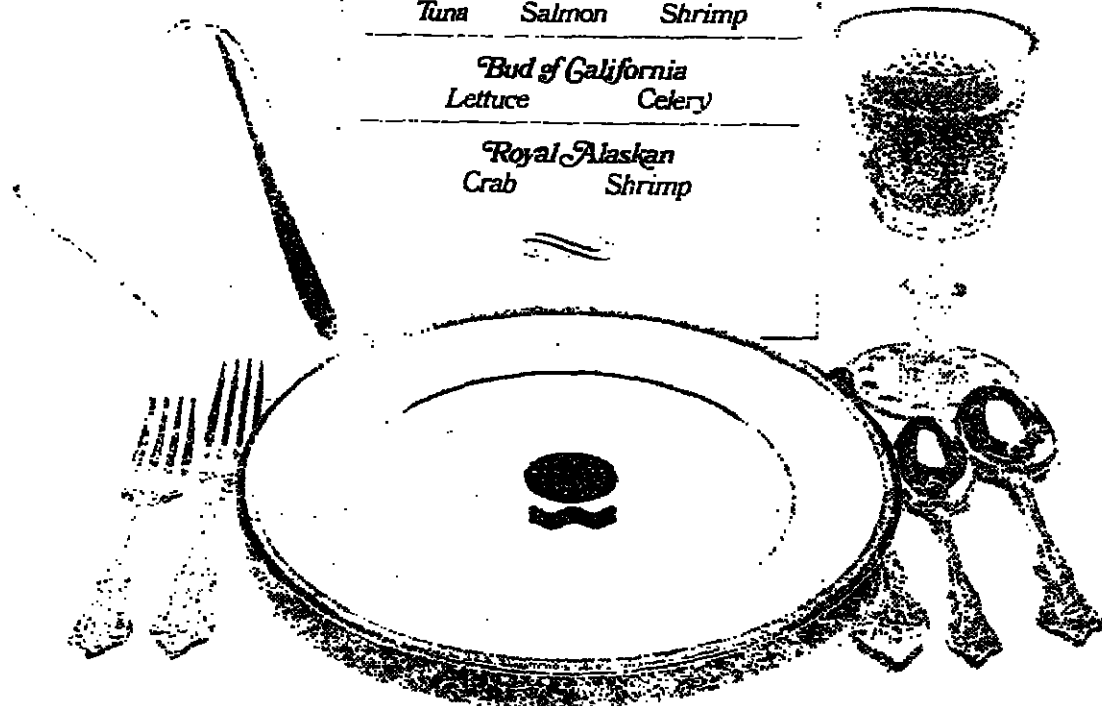
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Encouraging results for 1977—reserves strengthened by £18m.



Highlights from the Statement by the Chairman, Lord De L'Isle, VC KG.

- * Results for 1977 are encouraging.
- * Almost £18 million to be added to reserves.
- * Group profit before tax was £36 million as compared with £24 million in 1976.
- * Maximum permitted dividend.
- * Since 1966, expenses expressed as a ratio of premium income on fire and accident account have fallen from 39.7% to 30.9% and on marine and aviation account from 17.6% to 9.3%.
- * In the same period, premium income has increased five-fold and investment earnings are now nine times greater.
- * Confidence in the future.

From the Operational Review

General insurance

- * United Kingdom results particularly affected by the motor and liability classes.
- * Striking improvement in underwriting experience in the United States.
- * Significant underwriting losses from north west Europe.
- * Other overseas results generally held up well with good profits coming from Australia, Canada, Denmark and the International Division in New York.
- * Long-term insurance
- * In a year of reduced demand for personal life assurance, progress was made. The acquisition of Property Growth Assurance Company Ltd. gives access to wider markets.

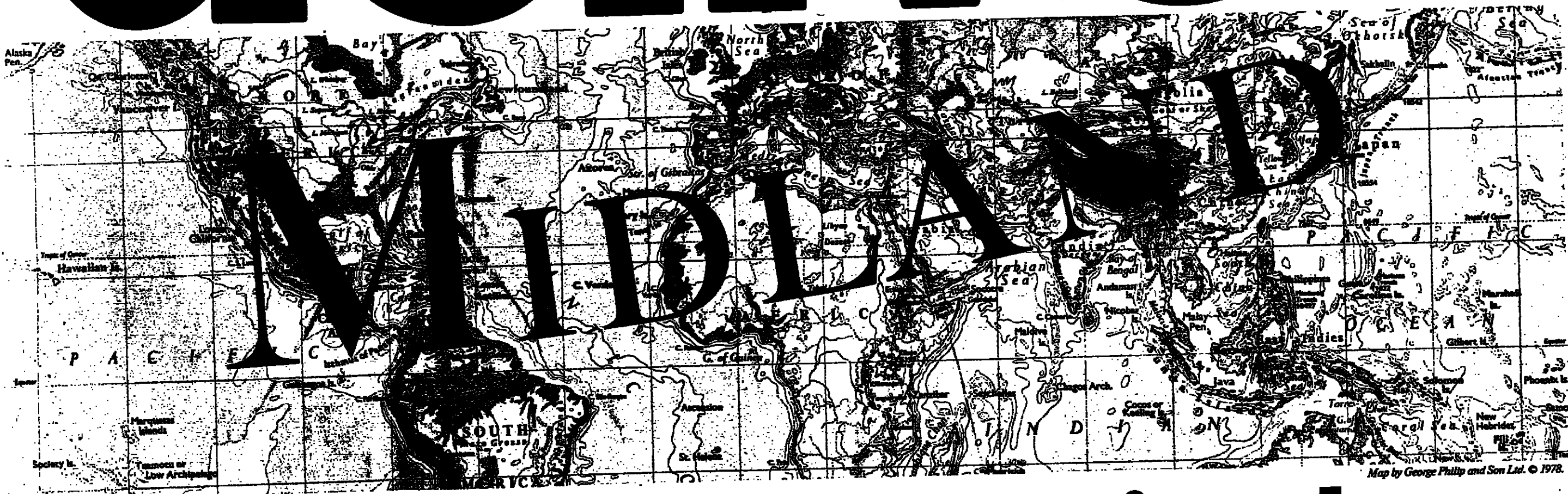
SUMMARY OF RESULTS

	1977 £m	1976 £m
General insurance		
Premiums written (net of reinsurance)	323.0	323.4
Life business		
New sums assured (net of reinsurance)	1,110.0	1,194.0
Investment income	35.9	32.2
Underwriting transfers		
General insurance	-1.0	-9.4
Long-term insurance	1.9	1.8
Taxation, minority interests and other charges	12.7	12.0
Group net profit	24.1	12.6
Cost of dividends	6.3	5.4
Profit retained	17.8	7.2
Earnings per share	40.2p	21.5p
Dividends per share	10.348p	9.345p



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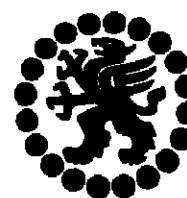
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Financial Times Tuesday May 2 1978
Grand Palais, Paris

The last works of Cezanne

by WILLIAM PACKER

Paris hardly needs to encourage us further to persuade us to visit her. But this summer, when too short a time, she is offering a particular ornament to the moment quite out of the rest. To be in Paris these next few months (until July 15 in fact) and yet fail to see the magnificent Cezanne exhibition at the Grand Palais would be a waste and ignorant a mistake.

Cezanne: les dernières années (1895-1906) marks the achievement by its organiser, William Rubin of the Museum of Modern Art in New York, of an ambition he has entertained since the early 'Fifties. He has had the pick of most of the world's greatest collections, and has assembled at last under one roof the greater part of Cezanne's work in the last and most important phase of his career. There are certain variations in content from the previous showings in Houston and New York, not all of them unimportant, but the substance of the exhibition is now in Paris, its final and only European call. The opportunity it presents is unlikely to be repeated this century. If at all for the contiguous interests of security, insurance and conservation now argue strongly against the bringing of such prime material together; and it is more than possible that we are living through the last days of the major, comprehensive, definitive show.

Paul Cezanne is the great pivotal figure of Modern Art, the heir to the classical strain in the European tradition, his influence pervasive, informing all subsequent developments of any significance in one way or another. His is the technical and moral example that no artist can afford to ignore: truthful to his vision, devoted to the study of Nature, above all persevering in the face of early inadequacy and critical incomprehension. Whether or not he was the greatest artist among his contemporaries is, of course, another question: Monet certainly stands at his shoulder as the other great, long-lived, eminence, though that recognition was slow in coming; Degas had infinitely the more natural facility, and Van Gogh the more immediate emotional appeal. It would be very hard to choose between them on the strength of individual achievement. And it is the common heresy of critical

scholarship to equate greatness with influence. With Cezanne, however, that influence is perhaps enough to place him first among his equals.

Painting did not come easily to him. He was a natural draftsman, and some of his earlier efforts are embarrassingly inept. His late essays in the field of the grand classical figure composition, the Bathers that feature so prominently in this show, though unquestionably impressive and brave works, are also markedly flawed and inconsistent, the drawings for them decidedly odd. Away from the direct confrontation with Nature, he seems to lose his way.

By the time he reached his middle fifties, however, the point in his career at which we join him here, the general technical battle was evidently well won, and though he continued to doubt his progress until the very end of his life, his means and intentions already were free of the practical limitations. As he moves beyond mere fidelity into meta-physical inquiry, so we begin to concentrate with him upon the nature of experience, the sensation and understanding of vision, the realisation of the actual object, landscape or figure through the agency of its attempted equivalent in art.

The image is reduced under his analytical simplifying scrutiny to reveal the fundamental and unifying structures of the natural world. The works are not hung chronologically, but loosely by association of subject-matter; and in the community of interests that sustained him in his last years the cross-references are readily picked out. The great still-lives, of which there is a wealth, appear as landscapes in microcosm, and match the grandeur of Mont Sainte-Victoire, and the monumental portraits possess the classical authority of the rocks and mountains, heads and skulls modelled with the same solidity as tree trunks and boulders. His firmness in the disposition of form and space, his control in fact, is his great legacy to us. In so many respects he anticipates the future, in the distortion and manipulation of space, for example, and in the fragmentation of form and image. His importance to Cubism hardly needs stating, but the emphasis he thus placed upon the surface, upon the paint itself, is the common heresy of critical



Portrait of Joachim Gasquet (1896-97)

mark, also links him directly, through the ramifications of Expressionism, to the Art of our own time. The abandonment of representation was inevitable sooner or later in any case, but given the degree of abstraction achieved by Cezanne, that logical step was taken within very few years of his death: but with him, confronting these late, varied and exquisitely masterpieces, the moving thing is precisely that the reference to the external world is never abandoned, is indeed unthinkable, that always, no matter how few and simple are the strokes of water-colour upon the empty page, the flicker of light will still dance through the trees, or the mountain lower on the horizon. The soft, probing, broken line edges along the contour, teasing our binocular vision to peer around the form of the tree, flower or bridge, the seal senses conjured out of nothing. Though we are drawn indeed to examine paint

and surface first, and to consider the act of painting as we pore over the autographic mark, we turn back at last to the experience we share with the artist, for it has been our own, even if it is only of a table piled high with apples. A show like this has many peaks, but it turns for us on the room devoted to the paintings and studies of the Mont Sainte-Victoire; but preference is qualified immediately by the recollection of other treats. These will stay in the memory all the more clearly for the help of "Cezanne: The Late Work" (Thames and Hudson: 418 pages, 427 illustrations, £20), a splendid collection of essays on various aspects of the subject by a number of distinguished commentators and edited by William Rubin. It is exhaustively illustrated, with many excellent colour plates, and includes the catalogue to the New York show. It remains nevertheless a substitute for the real thing.

Sadler's Wells

Solitaire by CLEMENT CRISP

When Solitaire last turned up in the programmes of the Wells Royal Ballet its charms looked threadbare. It is a very early MacMillan piece, dating from 1956, agreeable and bright with young promise, but its theme of wistful adolescent dreaming was difficult to sustain. Margaret Hill, the original girl who summons up fantasy, later interpreters (and they were legion) too often indulged in whimsiness, that least attractive of theatrical qualities. On its last showing with SWRB, I dismissed Solitaire as a ballet that "didn't work any more."

But MacMillan and Barry Kay (who has redesigned it), and Lynn Seymour who led the revival performance on Friday night, know better. Thanks to their joint efforts—Macmillan, freshening its essential identity as a fantasy; Seymour playing it for the sweetest, zaniest comedy—Solitaire is quite rejuvenated. Barry Kay has set the piece under a vast, inflated, clear plastic tree—some of the fashion of the 1960s which looked as if it could double as a life-art. The dreaming heroine is dressed as Degas' Petite danseuse de corde, her imaginary playmates are harlequins in beautiful adaptations of traditional circus-clothes, dress, frilled, ruffled and ruffed, their faces chalk-white and fantastic perquisites that the sort of beings that an imaginative child might invent as partners in her fantasies.

Seymour, looking not a day older than Degas' petit rat, justifies the ballet. Because she can't put a sensitive foot wrong in MacMillan's choreography, her tricks and embroideries on the text are exactly right. It takes a mature artist to be able to present youthfulness on stage as anything more than tedious innocence: Seymour knows how children behave, and can transmute that knowledge into dance in a positive act of creation. Enamoured magical is the scene following the pas de deux. She gazes into the wings after her erstwhile partner, as Lois Strike bounces into the Polka. That music's perkiness catches her by the toes; her feet twitch and start to respond to the rhythm, and the mood has been changed with absolute finesse. What an artist, and what a joyous, illuminating performance!



David Ashmore, Lois Strike, Bernd Berg and Lynn Seymour

Solitaire shares a programme with Peter Wright's justly acclaimed staging of Giselle. (I would add, in passing, that the production will be worthier of acclaim if it is decently lit. Solitaire was not enhanced by the lighting it received; Giselle positively suffered at the two poorly lit scenes that when SWRB took up permanent residence at the Wells, stage rehearsal time would enable the productions to be shown with care. If the Symploches and Giselle lighting is anything to go by, the company would be well advised to decamp in search of a theatre better able to present the ballets properly. As a further moment of carping I would note that the set for Giselle Act 1 has a line drawn across it as a kind of false horizon.)

Peter Wright is careful of Giselle's dramatic values: the members of the hunting party bounce into the Polka. That music's perkiness catches her by the toes; her feet twitch and start to respond to the rhythm, and the mood has been changed with absolute finesse. What an artist, and what a joyous, illuminating performance!

Her style is unaffected, and the honesty and sheer good manners of her technique are very attractive. The opening scenes of her reading were rather bland, with no trace of that special temperament that could explain Giselle's intensity of feeling, and her death. But with the music scene Tait came into her own; it was strongly played, strongly communicated, and it led to a will of winning physical grace. On Saturday night Giffin Samsonova and Desmond Kelly were the lovers. Samsonova's generosity of style, the warmth of her dancing, were as appealing

as ever. Kelly was supremely the balancing Albrecht, uncertain in temper and trapped helplessly in his flirtation. As partner a ballerina could not ask for better: the big lifts in Act 2 were done with superb skill, and the dramatic rapport with Samsonova was exceptional. Incidental pleasures included Kim Redder's bright and beautifully finished work with a solo in the peasant sextet—all the more welcome in that on the following evening one male performance was acceptably hazardous—and the icy, implacable Myrtha of June Highwood.

Elizabeth Hall

Fires of London

by DOMINIC GILL

The Fires of London's programme on Friday evening, conducted by Peter Maxwell Davies, was divided between a staged performance of Davies' own Vesali Icons for dancer and ensemble, and three shorter pieces for instruments alone or instruments with voice. One of these was the first London performance of a new work by Judith Weir, 25 Variations for Chamber Ensemble—first conceived, the composer tells us, partly as the result of a fascination "by the form of classical variation sets, particularly Beethoven's."

There is nothing explicitly Beethovenian, however, in Miss Weir's methods of transformation: direct homage was evidently not intended. The techniques are hidden: the methods, in the manner of the Second Viennese School, more subtly oblique. It's an exceptionally well-written piece, clearly scored, and clean to the ear. In 18 minutes, with six

instruments and soprano, Miss Weir achieves a nice variety of gesture—and some delicate, pungent combinations. Three inner movements are framed by two movements with voice, settings of a Northern Scottish ballad, The Great Silkie—here perhaps the work's least successful aspect, a curiously dry and ungrateful vocal response. I thought, to such simple, powerful words?

Mary Thomas was the soprano soloist in the Variations, and Davies' Tenebrae super Giselle—a still one of his most brilliantly conceived transformations—a web of instrumental mirrors and commentaries interleaved with a distillation of voice and solo guitar of the original material; wonderfully rich, infinitely sad. The evening began with such a piece of Adam's Davies transformation, a new work: barely five minutes long, a tiny elaboration of a 18th-century anonymous Scottish metel, bittersweet fragment, beautifully played.

Covent Garden

Le nozze di Figaro

The revival of John Cox's production of Le nozze di Figaro at Covent Garden on Friday was notable for the debuts of two interesting artists, both of whom have excellent reputations on the Continent, and both of whom whom after slightly uncertain starts, fully lived up to those reputations. Robert Hager, a Salzburg-born conductor, has a wide range of musical sympathies, but his deepest affections are apparently reserved for Mozart, Wagner and Strauss. He gives a genial, if fairly superficial account of the Figaro overture, and then takes time to achieve the ideal balance between indulgence to the singers and respect for the composer's intentions. This balance once established, however, is maintained with the skill of a first-class juggler.

The miraculous second-act finale flows with seamless inevitability, while the chain of numbers making up the first half of the third act is also linked in precise gradation. Mr. Hager does not emphasise the more serious implications of text or setting. He is content to take Da Ponte as he stands, without the re-injection of Beaumarchais' social or political beliefs, and he allows Mozart to speak, as it were, without the benefit of the man at the mercy of his impulses. Cherubino, in Ann Murray's lively impersonation, shows signs of growing up to be just such another attractive rake. For instance, the Count's apology to his wife at the end is quite genuine: he will not deceive her again—until the next time.

Celestina Caspietra, the other newcomer to Covent Garden, sings the Countess. The Berlin Staatsoper's Cleopatra, Reiza, Fiordiligi and Elsa, she, like many another soprano before her, betrays some discomfort in "Porgi amor," but that hazard, once negotiated, she meets with strength. Nearly as volatile in temperament as Almaviva himself, this Countess is recognisably the same person as the Rosina of Il barbiere di Siroigila, a Rosina grown wiser and sadder, perhaps, but one no less spirited than her younger personification. Miss Caspietra's voice has an agreeable edge to it, but she can pour out the tone as smoothly as cream when she wishes, as in "Dove sono" or the Letter duet with Susanna. Susanna is sung by Teresa Stratas who, if she acted—and reacted—a trifle less vigorously, would be among the two or three finest living exponents of the role. It is the many mad, vicious moments in her performance, including a beautifully sincere and touching "Deh vieni, non tardar," are interspersed with overplaying that teeters on the brink of farce of malediction. Richard Van Allan's resourceful Figaro, no revolutionary but an individual determined on survival, is nicely matched with Thomas Allen's fine-drawn Count, who, at the beginning, is not the most comfortable score to play soon after returning from a foreign tour under another conductor. In Rimsky-Korsakov's version of Mussorgsky's Bore Mountain, at the beginning, the lines had fairly glowed: the rapprochement of the two works and the revelation that by the time of The Rite Stravinsky had

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the London Symphony and London Philharmonic both made notable contributions to the Bank Holiday week-end. Eduardo Mata's Sunday concert with the LSO ended with a performance of Stravinsky's Rite of Spring remarkable for the way the violence was controlled with no loss of impact. Most of all this was felt in the Sacrificial Dance at the end, often played in a frenzy recalling the kind of modern dance that tends to collapse inwards and downwards. For once there was a clear link with the outward and upward style of classical dance movement for which Stravinsky's later stage works reveal a deep sympathy. The long road to Agon suddenly seemed much shorter.

In the first part of The Rite Mr. Mata, though his rhythms were admirably crisp and accurate, lacked in the importance of line in the extent of allowing some of the softer ones to come over too loud. There were a few tiny fluffs in the music, but no doubt the Rite is not the most comfortable score to play soon after returning from a foreign tour under another conductor. In Rimsky-Korsakov's version of Mussorgsky's Bore Mountain, at the beginning, the lines had fairly glowed: the rapprochement of the two works and the revelation that by the time of The Rite Stravinsky had

Festival Hall

The Rite of Spring

by RONALD CRICHTON

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still one foot in Rimsky's world were surely intentional. In Liszt's A Major Piano Concerto, Tamas Vasy played the quieter passages (which include some of the most ornate writing in the concerto) with sensitive distinction. He does not have the cutting power for the more extravagant passages; nevertheless, with strong support from conductor and orchestra this strange work, which can seem weak, maudlin or vulgar, came over as one of Liszt's most original inventions.

Barenboim's Schubert programme with the LPO on Friday, like Rosen's Elizabeth Hall recital the previous week, was a high-level Schubertian occasion that did not entirely lose the mark. The orchestral playing was excellent, and much of the conducting was, as one would expect, sensitive, passionate, highly musical. Yet in both the Unfinished and the C major Symphonies Barenboim's sense of phrasing sometimes went beyond spontaneity into mannerism, while the textures, without being thick, were warm in a way which suggested central heating where a nice, cosy wood stove would do. It is nothing else, the Schubert may remind us how few major performers and hold the simplicity in which this composer's unaccountable mysteries can flower naturally.

St. John's, Smith Square

Tallis Scholars—John Aldis Choir

by NICHOLAS KENYON

Two series of choral concerts already noticed on this page came to an end over the weekend: the Tallis Scholars' survey of their eponymous composer's rich output, and the John Aldis Choir's pair of London Music Digest concerts devoted to 20th-century music.

In view of the fact that the director of the Tallis Scholars, Peter Phillips, argues at length in the current Early Music magazine and in the programme for his splendidly organised Tallis series that the attempt to recapture the actual sound of 16th-century polyphony is both impossible and undesirable (and that modern performance must be determined by the nature of modern voices and on the director's "personal taste"), it was somewhat surprising to find the Tallis Scholars performing all the music in the high pitch transpositions advocated in this cause of fidelity to the past, not

convenience to the present, by David Wulstan.

For except in the glorious 40-part motet *Spem in alium nunquam habui*, in which the sound of the girl trebles in all eight choirs soaring repeatedly to high C was most effective, it was all too clear during the rest of Saturday evening that the top voices of the choir were sorely taxed by the pitches chosen. The men made a most mellifluous English-choral-sound (the four byms from the *Mass for St. John the Evangelist* were beautifully done), but the problems of integrating this timbre with the accurate yet strained and thin sound of the high trebles had not begun to be solved.

Peter Phillips also declared in his article, apropos early Tallis, that "beauty and balance of sound will project the heart of this style of writing, which is its sonority," and it was clear from

these performances that a static, well-ordered sequence of sounds had been aimed for and to a large extent achieved. Yet this music deserves more: each stone in a Gothic arch is of little interest compared to the rise and fall of the whole edifice, and there was little architectural planning or sense of progress in Phillips' meticulous direction.

Myself, I feel—no, I know—that the heart of this music is in its texts: to be told that "indeed as often as not the words are well worth listening to," to have texts or translations provided in the substantial programme and to have no response to even such audible phrases as "ut tibi laudes debitas, Alleluia" in the singing of even such a well-planned, imaginatively-realised enterprise.

It would have been interesting to hear the John Aldis Choir sing high-pitch Tallis: their

impeccable professionalism and well-ordered sequence of sounds mounted that problem in the same spirit as they brushed aside on Sunday the fenshish difficulties of Busotti's intricate, attractive *Frammenti all'Italia* (Nos. 1 and 3 were given) and mid-European volubility humour in the *Three Satires* Op. 28 was actually funny. But in an encore from the Op. 27 songs of the same composer, and in a tiny, deeply romantic canon by Webern (his Op. 2, from 1908), the singers were completely affected. John Aldis directed with complete sureness of touch, pulling each piece together and moulding it into its own coherent unity.

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Tuesday May 2 1978

Progress on
Namibia

MR. SAM NUJOMA, President of the UN-recognised Nationalist movement in Namibia, has at least left the door ajar to further negotiations on the future of Namibia or South West Africa and for this the five Western members of the Security Council whose proposals form the basis of that negotiation should be relieved. The five—Britain, the U.S., France, West Germany and Canada—have been tarrying between Mr. Nujoma's South West Africa People's Organisation, SWAPO, and the South African Government for over a year. Earlier this month they published their proposals for a UN-supervised transition to elections and independence for the territory. At the beginning of last week, Mr. Vorster, the South African Prime Minister, accepted the proposals, albeit with some "clarifications." Four days later Mr. Nujoma replied, and though his response was superficially much less encouraging than Mr. Vorster's, he implied that negotiations should go on.

Achievement

Given the bitterness and suspicion which pervade politics today in Southern Africa, it would have been highly surprising if both sides had embraced the Western plan even after a year of preliminary negotiations. It is undoubtedly a major achievement for the West to have persuaded Mr. Vorster to move as far as he has. Less than a year ago, Pretoria was insisting on the inviolability of its own internal settlement based on apartheid. Now it has accepted a UN military and civilian presence, UN supervised elections, and the removal of all but a comparative handful of its 20,000 troops before these elections.

Mr. Vorster has effectively reserved his position on what should happen to the remaining troops once an election has taken place. He has steadfastly refused to allow Namibia's only effective port, controlled by South Africa under different judicial statutes, to become part of the agreement. But despite these South African reservations, SWAPO in comparison seems more upbeat. In his reply to the Western proposals, Mr. Nujoma has

Proviso

Fortunately the Namibian situation is a little less urgently in need of an immediate solution than Rhodesia and the Western powers have done well to get this far in a year. The front-line African states still back the Western efforts; that, apparently, includes the Soviet-backed Government in Angola. The effort to bridge the gap between the two sides must go on, with the proviso that the Western powers should heed the lesson of Rhodesia and not tie the strings on their package too tight, too soon.

A strategy for
electronics

TEN YEARS ago the British Government and the electronics companies recognised three things—that the development of integrated circuits would have a revolutionary effect on all elements of the industry, that the U.K.-owned component makers were too small to exploit the new technology effectively, and that Government support would be needed to maintain any significant presence in the field. Since then, the expected revolution has taken place and the British position remains weak: a good deal of public money has been spent, with little apparent success, and sporadic attempts to bring the companies together have come to nothing. Now the Government is on the point of committing even higher sums to the industry. The question is whether the weaknesses of past assistance schemes—a lack of clarity about objectives and method—can be avoided.

Infrastructure

The matter is urgent because of the speed with which technology is advancing. The big-volume manufacturers of integrated circuits, mainly in the U.S., are able to incorporate on a single "chip" circuits of ever-increasing complexity. Instead of simply acting as component suppliers, they are in a position to design and manufacture systems and equipment. The fear in the U.K., as in other European countries, is that without an indigenous integrated circuit capacity, the established makers of electronic equipment could eventually be overwhelmed by the large, vertically integrated electronics companies of the U.S. and Japan. That is why, for example, the German Government, despite its aversion to state subsidies, is spending large sums to bolster its national industry—though the sums are dwarfed by what the Japanese are doing. The aim is to improve the infrastructure on which the whole of the electronics industry is thought ultimately to depend.

The British industry falls into three sectors—the nationally-owned companies (GEC, Plessey and Ferranti), the two foreign-owned companies

Foreign companies

which have substantial manufacturing and research facilities in the U.K. (ITT and Philips), and several other multinationals who do some production here: a large proportion of the country's requirements is imported from the U.S. It has seemed obvious for years that the three British companies should pool their efforts, not merely to secure economies of scale in production and research, but to make better use of the relatively few engineers and scientists who are expert in the field. Up to now a variety of conflicts has kept them apart, but the commercial and financial pressure for collaboration has become much stronger.

Such collaboration is certainly desirable, but even if it happens the British-owned companies cannot be expected to establish themselves as mass-producers of standard circuits. In theory it might be possible to create a European consortium of electronics companies whose internal requirements would provide the base load for a big-volume operation, but even if the political and other obstacles could be overcome, the chances are that vast sums would be spent in a vain attempt to catch up with the Americans and the Japanese, instead of capitalising on the areas where the European electronics industry is strong. A more promising approach would be to develop collaborative arrangements with the established mass-producers. For the U.K. this means encouraging Philips and ITT to expand their operations and inviting other multinationals (including the Japanese) to come in.

Behind the IMF scenes
in Mexico City

BY GUY DE JONQUIERES AND PETER RIDDELL

THE world's finance ministers are apparently not much nearer a detailed agreement on how to deal with international economic problems after the two-day weekend meeting of the International Monetary Fund interim committee in Mexico City. This produced the same kind of bland communique as other similar talks in the past two years. Everyone agreed that the outlook was unsatisfactory and that co-ordinated action should be taken, but beyond that there have been few signs of any significant progress towards a common approach which has any real meaning.

The differences between the main industrialised countries, both on priorities and on measures, remain, even if there is agreement on the goals of higher growth, currency stability, energy conservation, avoiding protectionism and improving capital flows to developing countries. The main division is still between the U.S. and Germany though their relations are friendlier than earlier this year. Mr. Michael Blumenthal, the U.S. Treasury Secretary, again called for action to promote faster growth, to which the West German ministers remained cool, stressing the need for currency stability.

These differences were reflected in a muted form in a comment by Mr. Denis Healey, the Chancellor of the Exchequer and chairman of the interim committee. He said a minority of the committee (though not naming West Germany) felt that currency instability was a principal cause of the slow growth of the world economy and that collective action was therefore needed to restore equilibrium. However, Mr. Healey suggested that action on currencies alone was doomed to

Independent
initiative

Only a few months ago, the idea of the EEC taking an independent initiative in the monetary field would have been dismissed as quixotic. But it has gained fresh political impetus from the discussions between Heads of Government of the Nine in Copenhagen three weeks ago, when Chancellor Helmut Schmidt surprised his colleagues by abruptly reversing the negative attitude which Germany had displayed towards such proposals in the past.

However, the EEC Governments entered the Mexico City meeting only loosely united. They differed both in their attitudes towards specific proposals and in their assessments of how much the meeting could contribute to a return to monetary stability. The U.K. has taken the view that the talks could constitute an important stepping stone towards a multilateral solution. But several other members of the Community have been sceptical about what

can be achieved as long as the U.S. remains unwilling to tackle the problem of the dollar seriously. So they have been looking with increased interest at what the EEC might be able to accomplish on its own.

Herr Schmidt has recently been at pains to allay suspicions, notably in Britain, that his ideas were intended to be hostile to the U.S. But his thinking has undoubtedly been influenced by impatience with the indecisiveness of the Carter Administration, and disappointment with the failure of the currency measures arranged between the U.S. and Germany last March to impress foreign exchange markets. His view appears to be that the EEC should aim at arrangements capable of working on their own, but which would be compatible with any future moves on currency reform agreed on in the broader international framework of the IMF.

The precise form which such arrangements might take has yet to be decided. But what Herr Schmidt appears to have in mind is the creation of an EEC currency "zone," sufficient to prevent speculative flows of dollars into individual member currencies. It also should inhibit gyrations between exchange rates within the EEC, which both he and President Valéry Giscard d'Estaing of France believe to be a major factor constraining the Community's economic growth.

The first step would be to link freely-floating currencies like sterling and the French franc to the "snake," whose EEC members are Germany, Benelux countries and Denmark. The scheme might be extended beyond the Community's borders to include Austria, Switzerland and Nor-



Jacques de la Rosiere, the incoming managing director of the IMF who will have to deal with the problems left from Mexico City.

countries like Britain and Italy, whose economic crises they have attributed chiefly to the pursuit of irresponsible fiscal and monetary policies. The view in Bonn has been that pumping money into such poorly-run economies was like pouring so much water down a drain.

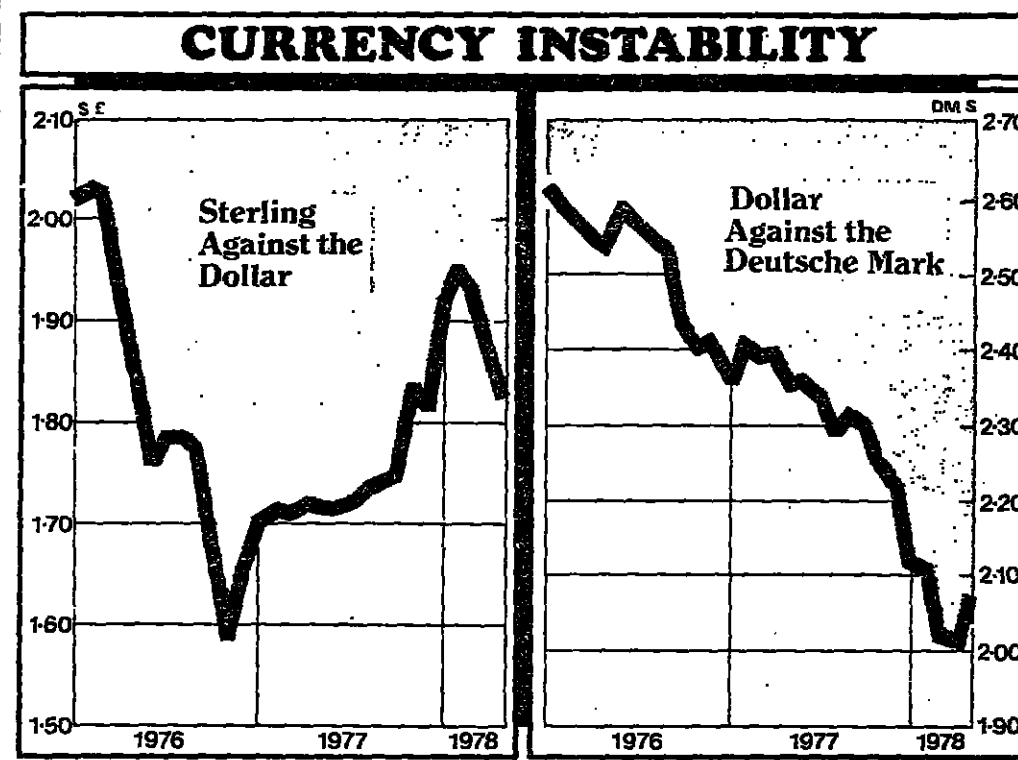
It would be fair to expect, therefore, that Germany will demand some assurances from its partners that they will exercise more rigorously disciplined economic management than in the past as part of the price for underwriting any new currency arrangements.

It is precisely these points which concern some other members of the EEC. In London, for example, there would be a considerable reluctance to include sterling in an enlarged snake unless this were combined with a genuine transfer of resources within the EEC. This would effectively amount to a new Marshall Plan with the U.S. role of the late 1940s being taken over now by Germany. But this appears to be some way away from what

Chancellor Schmidt is proposing and other countries are less happy about saving Germany from the consequences of its persistent surplus. The most that the U.K. appears to be willing to concede at present is greater consultation on foreign exchange movements within the EEC.

The British view is that the main emphasis should be on stabilising the dollar though there is no common view on how this should be done. The agreement at the Mexico City meeting that the Fund should exercise tighter surveillance over exchange rate practices of member nations being most of the important questions.

There may not be sufficient time to resolve differences on Chancellor Schmidt's proposals. But there could be a surprising degree of unanimity about the dollar. This may merely be because the U.S. currency has already shown clear signs of stabilising in recent weeks against the stronger European currencies. So while the politicians fret, the market may, as so often, have the final say.



MEN AND MATTERS

Bring back
that vase

Warwick District Council is looking for a seven-ton Roman vase, valued at nearly £350,000. The council is trying to have it brought back to Warwick Castle, whose treasures are being steadily sold off by Lord Brooke. The council has decided to postpone serving a listed building enforcement order, in the hope of arranging a meeting with the earl. He lives in Rome and refuses to discuss the controversy over the "stripping" of the castle.

Last Friday, the Arts Minister, Lord Donaldson, decided to withhold for three months an export licence for a Canaletto which Brooke has sold to an overseas buyer for £219,000. Already, one of four paintings of the castle done by Canaletto has been lost to Britain. One of a pair has been saved, with the help of a £137,000 grant to the Birmingham Art Gallery from the Victoria and Albert Museum. But Birmingham has only a fortnight left to find £107,000 to save the second of the pair.

Carlo's coup

Italian big business will never look quite the same after the £10m. coup pulled off last week by Carlo de Benedetti, a 43-year-old Piedmontese. Despite the open opposition of the Agnelli family, he has gained the biggest single stake in Olivetti, and becomes its deputy chairman. It is hardly surprising that Il Mondo magazine has nominated de Benedetti "Italy's manager of the year."

The Agnelli, Giovanni and Umberto, hold 7 per cent. of the international mechanical-electronics company. Their challenger will hold 20 per cent., after subscribing more than a third of Olivetti's



"Haven't seen anyone dancing round the maypole so far."

impending £40bn. capital increase. This is the second close encounter: for three months in 1976, de Benedetti was managing director of Fiat, but resigned declaring: "I don't want to be a puppet of the Agnelli."

De Benedetti's fortunes are founded upon tanning. He began with a small Turin company in 1972. It grew so fast—from 100 to 1,500 workers in four years—that Fiat, its main customer, took it over; the former proprietor was given a 5 per cent. holding in the giant car group, with the short-lived managing directorship to boot.

It has often been asserted in Italy that the underlying reason for the 1976 break with the Agnelli was de Benedetti's dislike for the deal that gave Libya the second largest single shareholding in Fiat. He has the support of Jewish financial circles and after selling back his Fiat stake, at what was reputed to be a handsome profit, once again mounted an independent enterprise. His new tanning acquisition doubled its turnover from £26bn. to £53bn. in 1976-77.

De Benedetti's horizons widened rapidly and the Olivetti deal was the product of months of negotiating in defiance of the Agnelli. As joint managing director as well as deputy chairman, de Benedetti becomes the effective boss. Olivetti really had no choice: it is badly in need of fresh funds and in Italy's present state there were no other industrialists prepared to pump in money on such a scale.

Leyland uplift

Praise for British Leyland is scarce these days, but the heavy vehicle division will be able to bask this week in a prestige victory over a main rival. Although many people find the Leyland Marathon II decidedly ugly, beauty is not what counts with juggernauts. Performance. They were greeted in the

Magic new and old

The world's finance ministers, attending the IMF interim committee meeting in Mexico City over the week-end, might have been excused for thinking they had fallen to the wrong place. They were greeted in the

spacious lobby of the El Presidente Chapultepec Hotel by a large sign reading: "Welcome to Walt Disney's Magic Kingdom Club." The ministers were completely dwarfed in significance on Sunday by the Mexican declaration of Children's Day. Faced with the competing attractions of a splendid parade in Chapultepec Park, or a discussion of the interest rates to be paid on SDRs, some members were suspected of quietly swapping their IMF identification tags for Mickey Mouse buttons.

Something of this Disneyland fantasy engulfed a discussion about the projected size of the Japanese trade surplus this year: the large delegation from Tokyo went into a huddle. There was earnest consultation, plus the raising and lowering of Ministerial spectacles; after five minutes, the Japanese admitted they were unable to estimate their own trade surplus.

As a contrast to such obscurities, there was much enthusiasm among the Finance Ministers for yesterday's excursion to the classic Toltec and Mayan ruins at Chichen Itza in the South-eastern State of Yucatan. Denis Healey was well to the fore. He seemed undeterred by the fact that Chichen Itza's most notable feature is its celebrated sacrificial well. He may have been consoled by the fact that, according to legend only beautiful virgins were sacrificed to the gods by being thrown into its deep waters.

Listen carefully...

During a private seminar arranged last week by stockbrokers Fielding Newson Smith a talk about the role of nuclear power stations was given by Coal Board chairman, Sir Derek Ezra. At the end, a member of the audience asked: "Are these nuclear stations coal or oil-fired?"

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FINANCIAL TIMES SURVEY

Tuesday May 2 1978

Mechanical Handling

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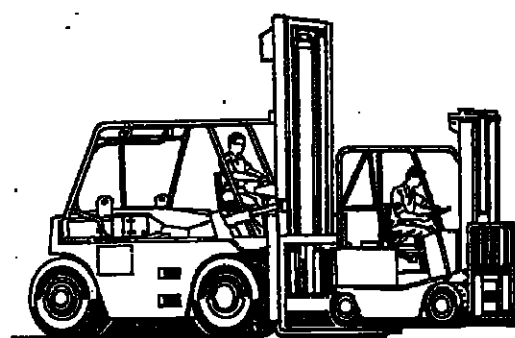
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MECHANICAL HANDLING II

Like most capital equipment suppliers, makers of mechanical handling equipment are suffering from the sluggishness of industrial investment in the developed world. Elsewhere, among the newly rich nations, there are clearly opportunities to be seized, but world competition is intense and for the U.K. manufacturers the answer may lie increasingly in closer co-operation in joint ventures.

Keys to success in world markets

IF THERE is a common thread linking all the various sectors of the mechanical handling industry, ranging from pedestrian-operated lift trucks to heavy dockside cranes, from small overhead conveyors to bulk handling systems for iron ore, it is the need for equipment manufacturers and contractors to make themselves less dependent on the home market and more international in their outlook. To do this, they have to upgrade the technical performance of their products and systems and improve their marketing organisation, a task which may require co-operation with other companies and perhaps stronger financial backing.

This has to be done at a time when international competition, reflecting the generally depressed state of the world economy, is fiercer than ever before. Japanese, German and other competitors, most of them already well-established exporters, are battling for a bigger share of overseas markets, including the U.K. itself.

Few engineering companies, however successful in exporting, can insulate themselves from the ups and downs of domestic business. They need this is one of the issues which the home market both as a base of operations and as a

showcase for foreign customers, where they can demonstrate their products and processes in operation. This applies especially to materials handling systems, where the ability to engineer and instal a complete contract is at least as important as the manufacture of hardware.

In bulk handling and in the heavy crane industry the nationalised industries have an important role to play, since they are the dominant purchasers in the U.K. market: their ordering policies can influence, directly and indirectly, the attitudes of foreign buyers.

In certain fields, such as the preparation and handling of coal and some aspects of postal mechanisation, the techniques developed by British nationalised industries have a good reputation throughout the world and the manufacturers can take advantage of this. Several of the nationalised industries provide consultancy services to overseas authorities and this, too, can lead to orders for U.K. companies. But there is undoubtedly scope for greater co-operation between nationalised industries and their suppliers to promote exports of British hardware and know-how.

They need this is one of the issues which the home market both as a base of operations and as a

industrial strategy, are tackling. In parts of mechanical handling the emphasis in overseas business is on engineering know-how and on contract management skills rather than on the supply of hardware. The starting point is often the ability of a major engineering group like GEC or Davy International to win a large contract for a power station or a steel works; this then leads to a separate contract, often of considerable size, for the materials handling system.

Insist

In both the main project and in the materials handling part of it the client may insist on the maximum amount of local manufacture: the supply of hardware from the U.K. may be confined to special components and machines of greater complexity than available in the overseas country concerned.

For the same reasons the crane makers rely to a considerable extent on licence arrangements whereby most of the crane is made locally and only a few key components supplied from the U.K. While there is certainly scope for the export of specialised custom-built cranes, the premium is on sophisticated and high added value.

In view of the importance of large contracts and package deals, doubts have been expressed about whether the British mechanical handling industry is well enough organised, compared to its overseas rivals, to enlarge its share of export business. There is a view that, in contrast to what is thought to be the practice in "Japan Inc.", British companies spend too much time cutting each other's throats and not enough fending off the foreign competition. It is also said that some small manufacturers of handling equipment, lacking the resources to attack world markets on their own, need to be brought together into consortia which can undertake large contracts.

Some such consortia do exist and have achieved success. There is possibly a danger that the creation of too many competing consortia could lead to a diffusion of the selling effort. More promising in certain sectors is the creation of international groups to handle very large materials handling installations; these can be helpful both in spreading the risk and in mobilising skills which are not available in the U.K.

For the U.K. cannot hope to be fully self-sufficient in every branch of mechanical handling. In some products the domestic demand has not been big

enough to permit the establishment of U.K. manufacturers on a viable basis; this applies, for instance, to lower cranes and to escalators, most of which are imported from the Continent. Those who advocate import-substitution campaigns have to recognise that in this field, as in most branches of mechanical engineering, there is a high degree of interdependence between the industrial countries.

As far as hardware is concerned, international trade is most fully developed in those products which are relatively easy to transport. Mobile cranes (normally regarded as part of the construction equipment industry rather than mechanical handling) is one example; fork-lift trucks, another. The European lift truck industry is characterised by severe competition, with all major "national" companies competing strongly in each other's domestic market and quick to take advantage of any shortfall in supplies. In 1973 and 1974, for example, when the U.K. market expanded very rapidly and local manufacturers ran out of capacity, imports from Continental Europe quickly filled the gap, establishing a presence in the market from which they have been difficult to dislodge.

GEC subsidiary.) But Otis's U.K. plant is part of an integrated European operation.

The same applies to industrial trucks. For instance, Eaton, the U.S.-owned company, manufactures electric trucks in the U.K. and internal combustion engine trucks in Germany; there is also a rationalisation of component production between the two plants. Demag of West Germany, a powerful contender in cranes, hoists and other branches of mechanical handling, has a manufacturing plant at Banbury in the U.K.

The presence of the multi-nationals is a source of strength for the mechanical handling industry; there is no case for the industry to displace them. It is one of the industry's strengths that it is a mature industry with a long history of success. It is also a source of strength that it is a mature industry with a long history of success. It is also a source of strength that it is a mature industry with a long history of success.

SALES OF MECHANICAL HANDLING EQUIPMENT IN THE U.K.

(£m. 1976)

Conveyors, aerial ropeways, etc.	168.6
Of which	
Bulk handling equipment	129.9
Unit load handling equipment	38.2
Other	0.5
Cranes and transporters	169.3
Of which	
Mobile cranes	74.9
Other cranes, including parts	94.4
Lifts and escalators	76.2
Lifting and winding devices (including hoists)	72.5
Industrial trucks and tractors	192.9
TOTAL	678.5

Source: Business Monitor.

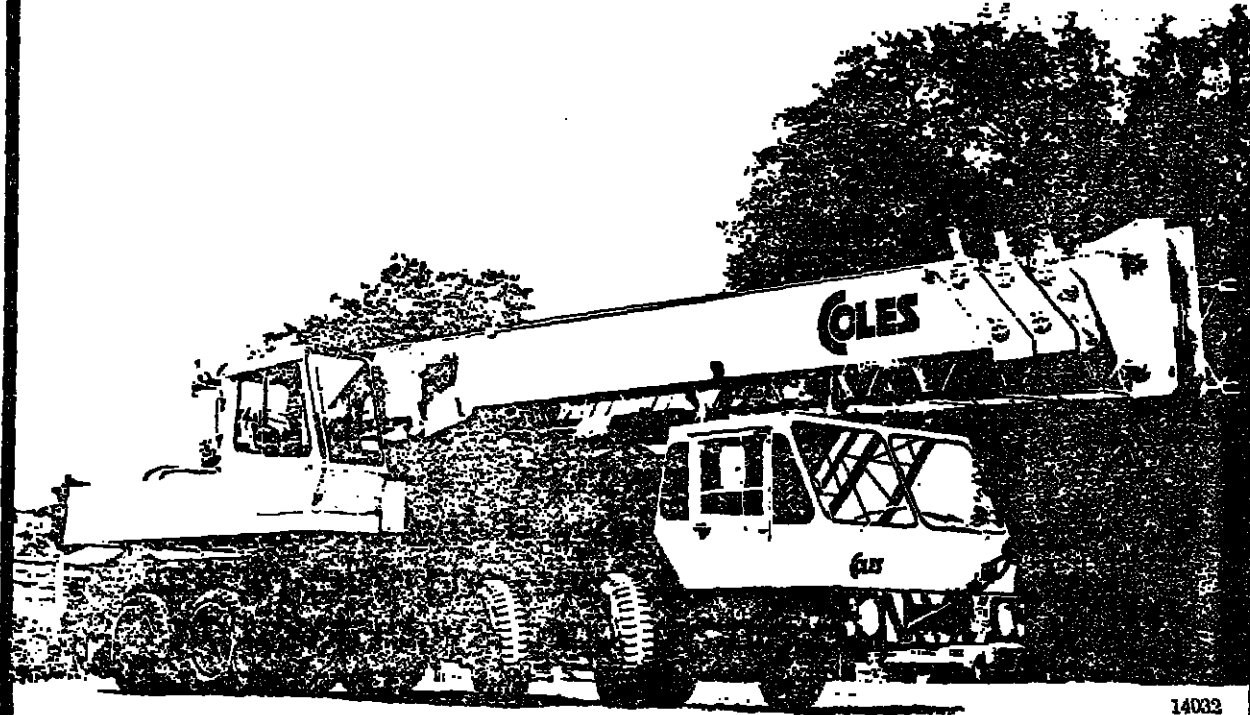
of co-operative arrangements which may be appropriate, but success in overseas markets depends in the end on the supply company's ability to solve its customer's materials handling problems, whether it is through the sale of a fleet of fork lift trucks, the design of a baggage-handling system for a new airport, or the installation of a large conveyor system for an open-cast coal mine.

While there is a reasonably steady replacement demand for certain components, materials and equipment, the mechanical handling industry is dependent on the level of capital investment throughout the world. At the present time a number of developing countries, such as South Korea, the oil-rich countries of the Middle East, and the more advanced nations of Latin America, are investing strongly in infrastructure projects and in heavy industry; the suppliers of bulk handling systems, cranes and other products are devoting much of their self-

Geoffrey Owen

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ACROW

Complicated

The pattern of trade is complicated by the presence of the so-called multinational companies, which are often exporting from, and importing to, a particular country on a substantial scale. In the U.K. lift market, for example, Otis, the American company which is a subsidiary of United Technologies, is a sizeable manufacturer and has the largest share of the market. Its closest rival is Express Lift, the

There may be opportunities for deals of this kind, but they will not reduce the importance of maximising exports from the U.K. Other forms of collaboration are possible, involving the exchange of know-how. Certain automated storage and retrieval systems have been more highly developed in other countries. In the U.K. and some British companies have gained access to these techniques through licence deals. In Latin America, for example, the U.K. has established a presence in the market from which they have been difficult to dislodge.

There is, in short, a variety

Evolving a strategy

ANY ATTEMPT to define an industrial strategy for mechanical handling must start by subdividing the industry into its constituent sectors. For mechanical handling is really a collection of separate industries, each with its own problems and opportunities. While there are some common elements between the sectors, it makes little sense to draw up a comprehensive programme for mechanical handling as a whole. Thus the Sector Working Party (SWP) for mechanical handling has set up sub-committees for the four main sectors—conveyors (including bulk handling and unit handling systems), lifts, cranes, and lifting and winding equipment.

A separate SWP looks after industrial trucks, a compact and clearly defined sector. (The cranes sub-committee of the mechanical handling SWP does not include mobile cranes, which have been logically put together with the construction equipment SWP.)

The objective of each SWP is to help the manufacturers in its

sector to improve their performance and increase their international competitiveness. Some of them have worked out precise targets for gains in exports and for reductions in the share of the domestic market held by imports. But the emphasis of much of the SWP's work is on identifying specific obstacles to better performance and devising ways in which those obstacles can be removed.

In industrial trucks, for instance, the manufacturers were badly affected four years ago by the inability of their component suppliers to keep up with demand; there has been continuing concern over long lead time for such items as hydraulic pumps and valves, electric motors and axles. The SWP has been seeking to develop a better "interface" between the truck manufacturers and their suppliers, involving the provision of more detailed forecasts of demand and more accurate estimates of likely call-off.

The objective of each SWP is to help the manufacturers in its

A pointer in this direction is the move by a group of mechanical handling companies to establish an office in a major developing country where large orders for materials handling equipment and systems are likely to be placed in the near future: the office is intended to provide both a listening post and a means of maintaining contact with clients and contractors. If the experiment is successful it may be extended to other markets.

Potentially one of the most useful roles of the mechanical handling SWP is in improving relationships between the nationalised industries and the materials handling companies. For many companies in this sector, especially those dealing with bulk handling contracts, the nationalised industries are overwhelmingly the most important customers in the U.K. market. They have often been criticised for neglecting the needs of potential overseas customers in their specifications and their methods of procurement, but there is evidence that a more constructive dialogue with their suppliers is now in progress.

Discussions have taken place with the Nationalised Industries Export Group and with individual corporations, such as British Steel, which are actively involved in providing consultancy services to overseas companies and governments. Some domestic manufacturers have been known to complain that the advice offered is too impartial in relation to the choice of equipment suppliers. Whether that criticism is fair or not, British technology as developed by the National Coal Board and others does have a high reputation overseas; this can be exploited more fully to promote exports by U.K. manufacturers.

The SWP is able to provide a forum where these relationship problems can be discussed objectively. A number of conferences have been held, often involving suppliers and customers, where specific issues can be discussed.

Next week, on May 10, the SWP is holding a conference on cranes in Birmingham, attended by management, union and Government representatives. The main aim is to focus on the action which can be taken in the individual companies to improve performance.

This, of course, is the most difficult part of an SWP's work

—to translate the objectives laid down for the industry or sector as a whole into action at the level of the individual company. In theory it ought to be possible, especially in a compact industry like industrial trucks, for the major manufacturers to work out a concrete plan for enlarging their share of world markets and to set about implementing it. But the reality is rather different. First, there are strong competitive pressures among the member companies. In lift trucks, for instance, some tension is inevitable between the American-owned companies which have a sizeable share of the U.K. market and the British-owned manufacturers. Second, the actions needed to secure an improvement in performance are too numerous and too diverse to be encompassed in a detailed plan.

Approaches

As the latest progress report from the mechanical handling SWP puts it, "exhaustive examination of many different approaches has failed to reveal any measures of a kind which could make a once-for-all transformation in the performance of the sector." It is possible to identify specific problems, whether arising from Government policy, inadequate export financing facilities or purchasing decisions of nationalised industries, and perhaps to do something about them. But the SWP has no magic wand with which to improve efficiency in individual companies.

The mechanical handling SWP has set up a Company Action Group (CAG) to concentrate on actions which can be taken at company level. The hope is that companies will set up their own action committees to study how the recommendations of the SWP can be implemented: this has been done in one or two cases. Some management members are disappointed that the apparent commitment of union officials on the SWP is not reflected in the attitudes of local officials and shop stewards. But however good the communications on both sides, there are limits to what the SWP can do. It can exhort, inform and advise; but the mainspring for improved performance has to be found within the company.

Geoffrey Owen



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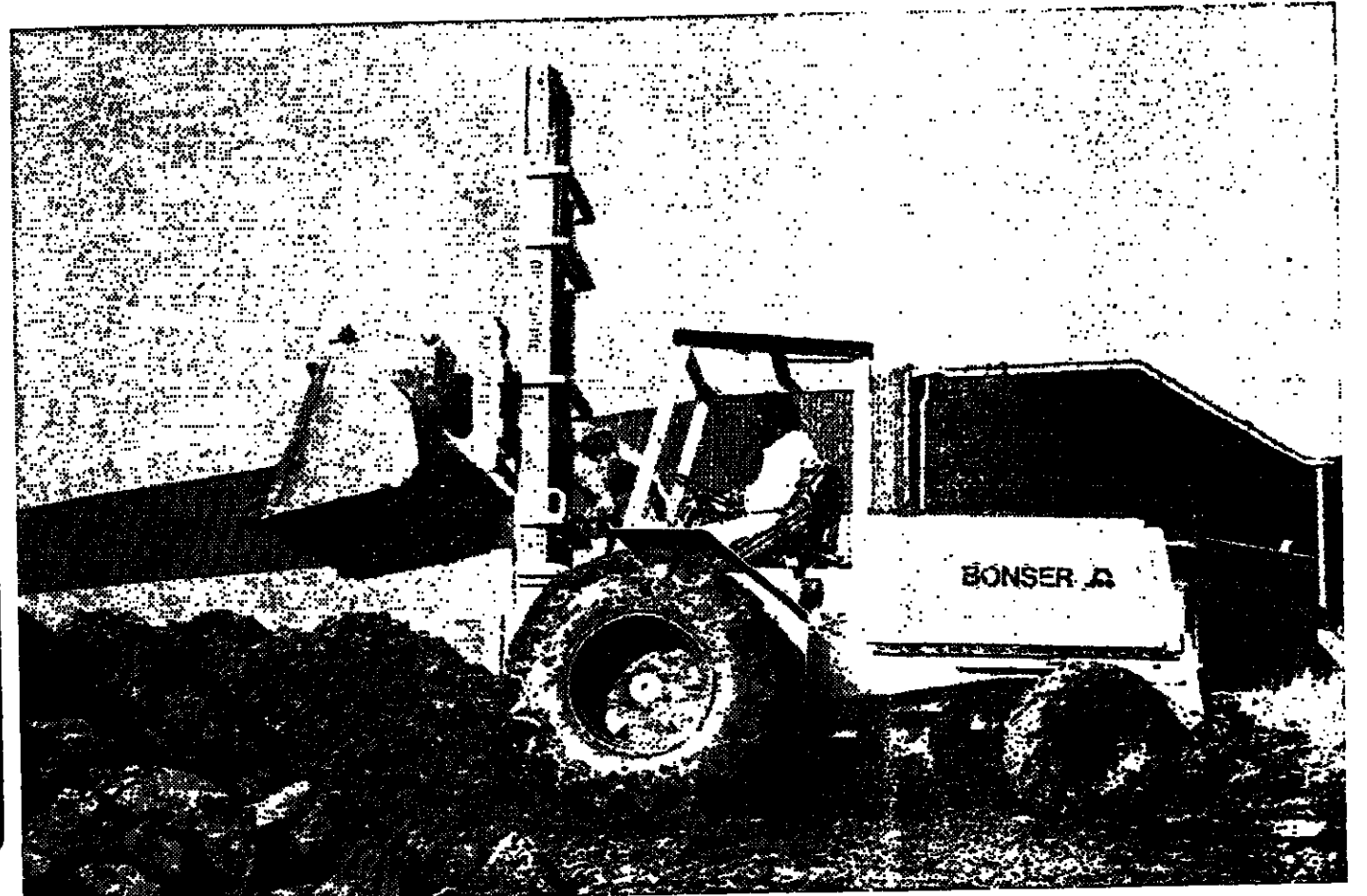
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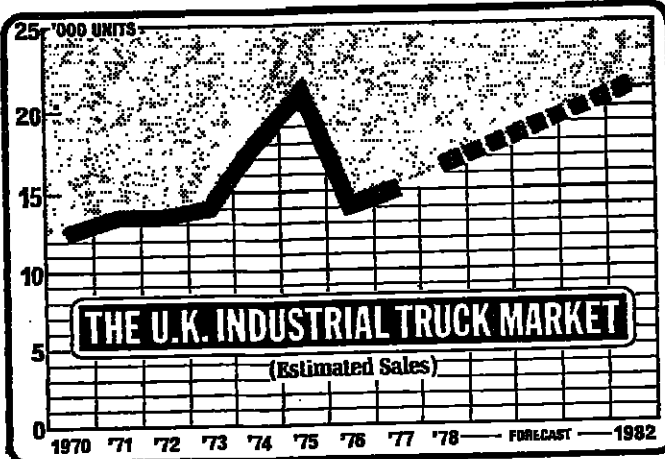
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MECHANICAL HANDLING III

Lift trucks facing slower growth



Above: Bonser Engineering's rough terrain lift truck, aimed specifically at the construction, plant hire and agricultural industries. Below: Hercules Hydraulics has designed this three-way tipping skip for attachment to its lift trucks.



The U.K. market fell sharply after the 1974-75 boom, and some manufacturers believe it will take another four or five years before sales return to the peak level.

have been very active. Competition for export business in the developing countries is fierce.

Looking further ahead, manufacturers are aware of the possibility that new handling techniques, including automated storage and retrieval systems, could eventually eat into markets now served by lift trucks. Some manufacturers, including Clark and Eaton, have developed or acquired their own expertise in these systems; others are thinking of doing so. The majority view is that any inroads will be gradual and affect only a small part of the lift truck market, but there may well be a need for truck manufacturers to develop their role as designers of materials handling systems.

For many materials handling applications the lift truck will remain the most efficient and versatile tool available. Customers will learn to use their trucks more intensively (another reason for the slowing-down in the growth of demand), but the prospective market is a sizeable one. Even a mature business offers plenty of scope for profitable growth for those companies skilful enough to take advantage of the opportunities.

G.O.

THE EUROPEAN lift truck industry appears to be reaching a stage of maturity. Even when a normal pattern of economic activity is resumed, manufacturers cannot expect a return to the annual growth rates of 10-15 per cent. which they achieved in the period between 1965 and 1974. Much of that growth was based on the substitution of lift trucks for manual handling methods. Although there is still scope for greater mechanisation in certain countries, such as Italy and Spain and to a lesser extent France, in mature markets like West Germany and the U.K. the increase in demand will be related more closely to the growth of GNP.

At the present time the industry is recovering slowly from a deep recession. In the U.K., for instance, the number of units sold fell from around 20,000 in 1974-75 to less than 14,000 in 1976. This year should see a continuing slight recovery but for the European market as a whole manufacturers have had to scale down drastically the growth forecasts they were making three years ago. "We had expected a total European market of 130,000 units by 1978 or 1979," one manufacturer comments, "now it will be into the '80s before that figure is reached." Last year lift truck sales in Europe were estimated at about 100,000 units.

The industry is operating at no more than 70 per cent. of capacity and there are reports of severe price-cutting. Given that the share of the market held by Japanese imports is already about 15 per cent. and probably increasing, these competitive conditions are bound to put pressure on the weaker manufacturers and perhaps lead to further rationalisation in the industry.

It is a surprising feature of the European market that no one company accounts for more than about 10 per cent. of total sales, whereas in the U.S. a market of about the same size, the structure is much more concentrated: the two leaders, Clark

and Eaton, both have market shares in the region of 20 per cent., and Hyster is not far behind. Another way of putting the same point is that there are probably six or seven manufacturers in the world with a total capacity of well over 25,000 trucks a year and none of them is European; the big producers include the leading U.S.-owned companies, Toyota and Komatsu in Japan, and Balkancar in Bulgaria. The largest European rival is Linde in Germany, especially now that its European production is supplemented by its stake in the U.S.; last year it acquired 58 per cent. control of Baker Material Handling, the Otis truck subsidiary.

There are obvious economies of scale in this industry: one observer reckons that the big Japanese producers have a cost advantage of between 10 and 20 per cent. over a European company manufacturing between 5,000 and 10,000 trucks a year. But this does not necessarily mean that the European industry will soon be reduced to a small number of big-volume producers.

For one thing, it is to a large extent an assembly industry. It is not too difficult for a small engineering company to buy in the main components, price the finished product keenly and sell in a restricted market. According to some estimates there are more than 100 lift truck manufacturers in Europe, with Italy having the largest number of very small producers.

For another, Europe is still a collection of national markets, with different regulations and different customer preferences. The big national companies such as Fiat in Italy, Linde and Jungheinrich in Germany, Fenwick in France, Lansing and Coventry Climax in the U.K.—all have a strong position in their national markets. It is extremely difficult either for the Japanese or the American multinationals to dislodge them. The American-

owned companies have concentrated their European truck assembly on one or at most two plants—Caterpillar at Leicester, Clark at Mulheim in Germany, Eaton at Wednesfield and Velbert in Germany, Hyster in Scotland and Holland, Allis-Chalmers in France—and they are strong contenders in most markets. But there is no sign that they are about to dominate the industry.

Market shares in this business do not change dramatically from one year to the next. There is little scope for technical breakthroughs. While the quality of the product is a major selling point, the service back-up is perhaps even more important. What is tending to happen is that as the major manufacturers seek to strengthen their market position, they are extending their range into sectors hitherto served by specialists. In the warehousing market, for instance, Eaton recently introduced its narrow aisle reach trucks, a sector dominated by Lansing and Jungheinrich.

Yet there is always likely to be room for smaller companies to concentrate on specialised machines where the volume is too small to attract the big manufacturers. As in the construction equipment industry, manufacturers have to choose between competing across the board, with a wide range of products manufactured in relatively high volume, and specialising in a narrow segment. Yet in practice the choice of strategy is rarely as clear-cut as that. Although there will certainly be some mergers and some takeovers (like the Lansing-Henley and Coventry Climax-Conveyancer deals in the U.K.), the structure of the European industry will remain more fragmented than in the U.S. for a long time to come.

The emphasis will be on improving manufacturing efficiency, strengthening sales and service networks, and looking for new markets. There is scope for increasing exports of trucks to countries outside Europe. For example, the oil-rich nations of the Middle East, investing heavily in infrastructure projects and seeking to modernise their warehousing and distribution networks, have been important customers for lift trucks in the last few years. But these are markets where the Japanese, especially Toyota,

Emphasis

have been very active. Competition for export business in the developing countries is fierce. Looking further ahead, manufacturers are aware of the possibility that new handling techniques, including automated storage and retrieval systems, could eventually eat into markets now served by lift trucks. Some manufacturers, including Clark and Eaton, have developed or acquired their own expertise in these systems; others are thinking of doing so. The majority view is that any inroads will be gradual and affect only a small part of the lift truck market, but there may well be a need for truck manufacturers to develop their role as designers of materials handling systems.

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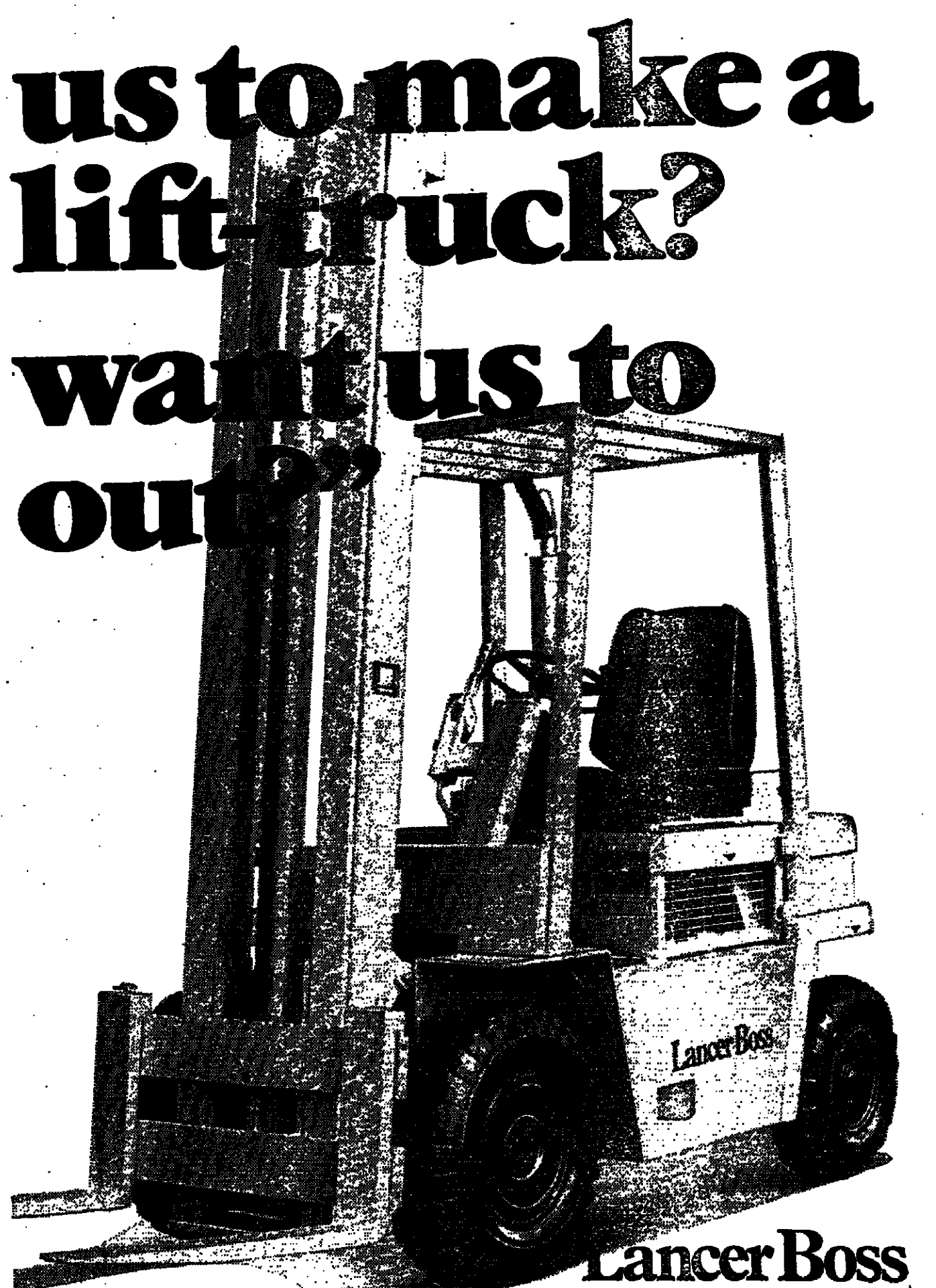
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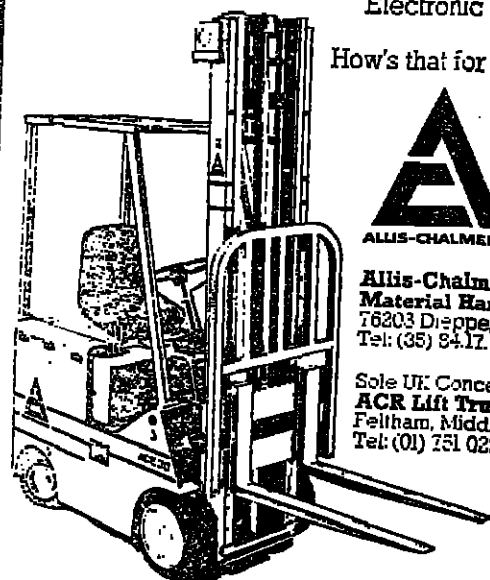
MECHANICAL HANDLING IV

Crane makers need to broaden their scope

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LIKE MECHANICAL handling tracts for British Steel and the Morris is the U.K. market as a whole, the crane industry independent steelmakers which leader in electric overhead tinct categories which can least until the end of next year. almost be regarded as separate but it is taking steps to diversify industries: it is unusual for its product range and develop new export business.

In the same field Clarke Chap- man (now part of Northern Engineering Industries) has been coping with the recession in two of its major outlets, by manufacturing other products, taking on sub-contract work and fighting hard for whatever over-seas business is available. Clarke Chapman secured an order for two floating cranes as part of the recent controver- sial Polish shipbuilding con- tract and it has a variety of other export orders on the books.

Collaboration

Again in common with the bulk handling contractors, the heavy crane makers need to work closely with the process plant contractors, who will frequently place, or advise the client on where to place, orders for cranes as part of a new steelworks or chemical plant. A recent example was the ordering of two cranes for an ethylene plant in Texas from Wharton, the order was placed through Stone and Webster, the chemi- cal engineering contractor.

For several years this com- pany's work load has been dominated by the £15m. order which it won in 1975 for the supply of 68 dockside cranes to Saudi Arabia—easily the largest export order in the company's history. In the financial year ended July last, 80 per cent. of Stothert and Pitt's sales of dockside cranes and deck machinery were made overseas; of electrical overhead travelling apart from Saudi Arabia de- liveries were made to Poland, Kenya and Singapore.

Like the bulk handling con- tractors, the heavy crane makers are highly dependent in the domestic market on the arrangement of internationalised industries; some 80 per cent. of orders come from licence in the U.K. and it may this source. The slow-down in the British Steel Corporation's man company for certain over- investment programmes has had a marked effect: since similar cutbacks have been taking place in the world steel industry it has not been easy to fill the gap with overseas business.

One of the leading suppliers of steelworks cranes, Adamson Butterley (subsidiary of Nor- croft) is working at present on a number of outstanding con- world.

A recurring theme in mechani- cal handling is the need for com- panies to develop their expertise as contractors, taking responsi- bility for complete installations. This is an area where Morris is increasing its marketing effort.

Last November a consortium led by Morris won a \$25m. contract to supply equipment to a major Korean shipyard; the package in- cluded 50 overhead travelling cranes.

A major competitor to Herbert Morris, both in the U.K. and in overseas markets, is Demag of West Germany; this company imports some of its equipment from associated factories on the Continent, but it also manu- factures industrial cranes in Ban- bury. Demag has a wide range of interests in materials hand- ling not only selling com- ponents and machines but also engineering materials handling systems.

It is active in the warehousing field, supplying stacker cranes and order-picking machines and tur- ners. It is always possible for providing consultancy services for complete systems; one major



At a container berth at Southampton (British Transport Docks Board) a Paceco-Vickers crane works over the side of a ship. On the right is a Clark straddle carrier.

installation in the U.K. is at the Volkswagen parts depot in Mil- ton Keynes. This is another field where Demag will be compet- ing with Herbert Morris, which is a member of a newly-formed consortium to sell automated warehousing systems.

Other contenders in industrial cranes include Matterson, J. H. Carruthers (a Burmah subsid- iary whose Monobox cranes have been successful in ex- port markets), John Smith of Keighley (owned by T. W. Morris, Matterson and Clayton Crane and Hoist).

The specialist crane manu- facturer and the specialist com- ponent supplier should always

G.O.

Conveyors rely on co-operation

THE CONVEYOR business falls into two distinct categories—the bulk handling of materials like coal and iron ore and the unit handling of components and products in factories, ware- houses, airports and post offices. But one key ingredient is com- mon to both. This is the ability to design, engineer and instal a complete handling system. Few customers—the National Coal Board is one exception—design their own systems; most rely on the materials handling con- tractor. He may supply equip- ment from his own factories—the proportion of in-house manufacture varies widely from company to company and from project to project—but his primary skill lies in putting to- gether a package that moves materials or components effi- ciently and economically.

Bulk handling contracts normally form part of large- scale projects—the construction of a power station or an inte- grated steelworks, or the open- ing-up of a new mine. Some- times the handling contract will be placed separately by the client or by the engineering contractor responsible for the project as a whole. Sometimes it will be incorporated in the groups—GEC Mechanical Hand- ling, Babcock and Wilcox, the

conveyor system supplier has to work closely with the International (notably Head Wrightson), and Simon Carves, a subsidiary of Simon Engineer- ing. They have the financial re- source to tender on their own for large handling contracts and frequently do so.

But it is also possible for smaller companies, which have the advantage of flexibility, to act as main contractor in cer- tain projects. One example is Don Valley Engineering, a pri- vate company based in Don- caster, which recently completed a materials-handling installa- tion worth nearly £2m. for a new phosphates mine in Jordan; the contract, completed in ten months, was the largest export order won by the company.

U.K. demand for bulk hand- ling systems comes mainly from the nationalised industries, especially the National Coal Board and British Steel. The cutbacks in steel investment have hit the industry hard: al- though some large projects are proceeding, heavy costs have been incurred in tendering for orders which have now been deferred indefinitely.

This has obliged the con- tractors to redouble their scale, and in which U.K. com-

various subsidiaries of Davy efforts to secure overseas orders. Despite the world re- cession a number of developing countries are continuing to in- vest in new mining ventures and in heavy industry, but com- petition for these contracts—particularly from German com- panies like Krupp and MAN and from the big Japanese in- dustrial groups—is intense.

Fortunately the technical re- putation of British authorities like the Coal Board is high and the materials handling con- tractors benefit from this relation- ship. But it is generally agreed that the nationalised industries could and should do more to assist their suppliers to gain a bigger share of export markets; this is one of the issues under study by the mechanical hand- ling Sector Working Party.

Much thought is being given to ways of breaking into those markets which are at present dominated by Japanese, Con- tinental or American suppliers. With the encouragement of the Sector Working Party, a group of companies in mechanical handling is planning to set up an office in a country which is likely to be in the market for handling systems on a large scale, and in which U.K. com-

CONTINUED ON NEXT PAGE

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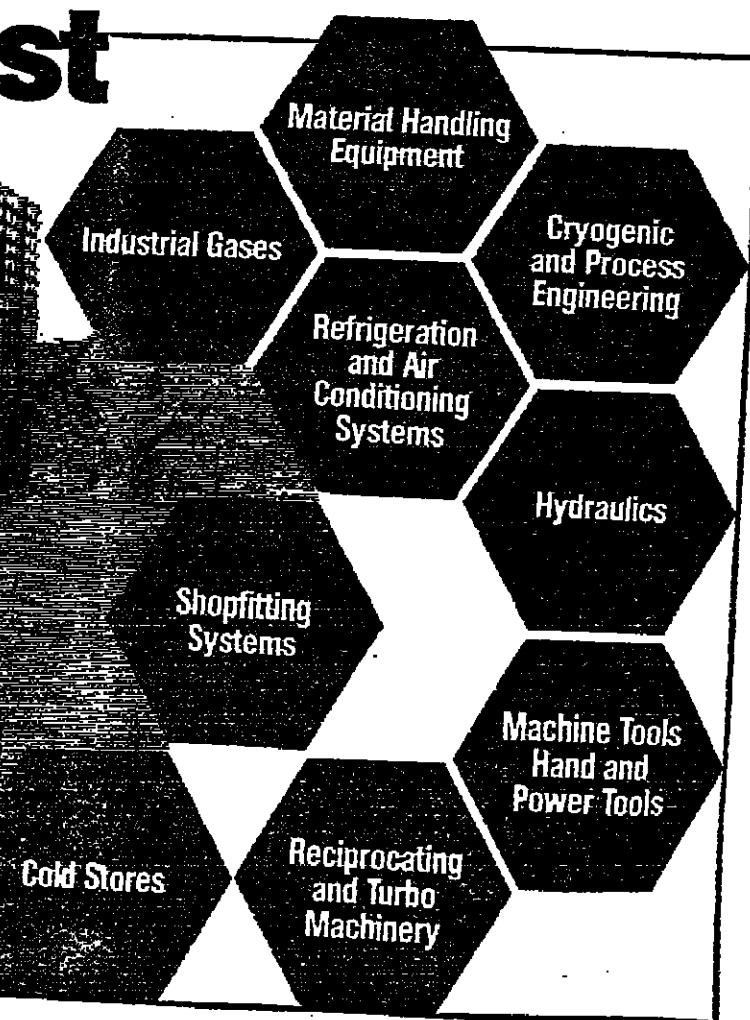


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MECHANICAL HANDLING V

Better outlook for financing

THE IMPROVED climate for U.K. business in the past six months, with the decline in inflation rates easing the liquidity problems of many companies, means that more cash is becoming available for capital outlays. This applies to purchases of mechanical handling equipment as much as any other.

There are basically three finance options open to companies. There are the medium-term such as the bank loans, hire-purchase agreements, contract hire or leasing, while more long-term capital can be raised by equity or loan stock issues. The company can also finance the purchase from internal resources.

Borrowings from the banks on a medium-term basis is clearly attractive at the moment. Interest rates are still low by recent standards and a prime borrower can now get money at a rate of one or two points above base rates, which comes out at 8.5 or 9.5 per cent. Banks are also, according to their recent evidence to the Wilson Committee, investigating the City, brimming over with money which they would like to lend to industrial customers.

However, it is as well to remember that interest rates can increase sharply, and now that they are an instrument of monetary control, will tend to be raised far earlier in the upturn of the business cycle than hitherto. For this reason there should be caution in the amount of commitment to the banks for extended credit.

Many of the smaller companies may not be in a position to take advantage of the current cheapness of bank borrowing anyway. Furthermore, it can sometimes be an advantage to

take out a fixed rate of medium-term debt, since the company is then in a position to make accurate budgeting, which is essential to keep control of cash flow projections. A hire purchase agreement or some form of leasing or hiring arrangement would be at a fixed rate over a medium-term and these facilities can be obtained from the larger finance houses or in some cases through the manufacturers themselves.

Increase

The leasing industry has been growing steadily and strongly for the whole of the decade. In 1977 it reported its best year ever. Figures for member companies of the Equipment Leasing Association (ELA), which account for about 90 per cent of all finance leasing business transacted in the country show that £575m. of new assets were bought for leasing to industry last year. This was an increase of more than 50 per cent on the 1976 figure of £421m. and compares with a 1973 figure of £130m.

This rate of growth was shared by the category which covered the mechanical handling industry. Plant and machinery acquired for lease last year totalled £198m. and the total on lease at the end of last year was £753m. This total makes plant and machinery the most important sector for the ELA. The next most important category in terms of total assets on lease is computer and office equipment, with £467m., followed by ships with £405m. and commercial vehicles with £363m.

Announcing these figures in

March, Mr. Stuart Errington, the ELA chairman, said: "The leasing industry is poised to play an increasing role in the provision of medium-term finance to assist the U.K.'s economic recovery."

He went on: "Even allowing for inflation these figures show a remarkable increase in the amount of investment by industry through leasing. The growth in leasing over the past several years is the result mainly of the growing recognition by industry of the special attributes of leasing. Both large and small companies have benefited and the leasing industry stands ready to assist further the upturn in industrial investment widely forecast for 1978. Provisional figures show that industrial investment grew by some 24 per cent in 1977, and so the share taken by leasing (the value of which has grown by 50 per cent) of all investment has by any standards very significantly increased."

Both leasing and hire purchase give the company concerned assurance of finance over an agreed period of time and at a fixed price. The basic difference lies in the tax treatment. For this reason it is the particular tax position of the company which governs just which of these financing methods is the most attractive. Guidance on this is always available from the finance houses themselves, some of which have produced booklets on the subject.

Under a hire purchase agreement the user of the goods becomes the legal owner of the goods when the final payment has been made. But for taxation purposes the company is treated as if it is the outright owner

from the time of taking on the equipment. This means that the company is able to take advantage of the whole of the 100 per cent first year allowance just as it would if the purchase had been made for cash. By the same token if the company can qualify for any regional development grants these again would immediately become due. Of course, the company needs to be earning sufficient profits to offset the allowance against.

Suitable

Leasing arrangements are more suitable to the company that is not in a position to take advantage of the 100 per cent allowance. Under a leasing arrangement the lessor remains the owner and at no time does the ownership pass to the user. As such, the finance house, or any other form of lessor, then becomes entitled to the 100 per cent allowance and any regional development grants. If the finance house is in a position to take advantage of these allowances then some of the benefit could be passed on to the user by way of a more competitive leasing charge.

Contract hire is a form of leasing but it also contains servicing agreements and is mainly used when vehicles are involved. Fork lift trucks are one of the most common forms of materials handling equipment and here rental or some other form of leasing arrangement

is extremely popular. It is estimated that about 20 per cent of the 125,000 fork lift trucks in the U.K. are operated on a rental basis and perhaps as many as a further 20 per cent obtained through hire purchase and leasing agreements. Lanning Bagnall, the largest fork lift company in the U.K., has both a rental and leasing subsidiary and the number of new truck acquisitions that are made by means other than direct purchase is rising.

Rates are increasingly tied to inflation. Since the new replacement cost of a fork lift truck has risen about two and a half times over the past five years, this has become a major problem for hirers. Fixed price contracts are giving way to agreements which take rising prices into account. Different hirers apply different formulas.

The Fork Truck Hire Association, which represents 50 of the 70 or so companies operating in the field, has a standard contract which allows for increases in rates at regular six-monthly or yearly intervals according to movements in the retail price index. Variants of this contract use the index of materials and fuels purchased by the mechanical engineering industries or the industry wages index. The increase in rate may be applied to parts of the contract, such as maintenance or other service costs, or to the whole.

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Conveyors

CONTINUED FROM PREVIOUS PAGE

panies have at present only a small share of the business. More than a dozen manufacturers are involved and the idea is to establish a kind of "shop window," staffed by an engineer and a small team, which will also serve as a listening post and a point of contact with clients and contractors. If this pilot operation is successful, it may be extended to other countries.

The other side of the conveyor business, unit handling, is also dependent on the level of capital spending, but the size of individual projects is smaller than in bulk handling and this is one reason why the industry is more fragmented. It is relatively easy for small companies to establish themselves in the unit handling business, buying in most or all of the components and needed for the installation and then assembling them on site.

Whether this is a source of strength or weakness is a matter of some debate. Certainly the availability of an efficient component supplying industry is an important asset, but it may be that the structure of the contracting industry is not ideally suited for enlarging the U.K.'s share of export business.

In certain sectors there are big companies in the field. For example, GEC Mechanical Handling is one of the major

contenders in baggage handling for airports and in postal mechanisation, especially parcels, where it has won a number of overseas contracts. Jenkins of Retford, a Babcock and Wilcox subsidiary, is active in automated warehouse systems (a market which has been slow to develop in the U.K.) and in unit handling; it is a major supplier of overhead monorail conveyors for the motor industry.

Active

Another big company in the unit handling field is J. H. Fenner, whose Fenamex subsidiary is active in a wide range of industrial and warehousing applications. It is a competitor to GEC in airport baggage handling and recently installed a large system at Gatwick. In postal mechanisation Fenamex is a member of a consortium which also comprises Midland Dynamo, George Robson (Conveyors) and Davies Pritchard and Richmond. This consortium recently won a contract from the Hong Kong Post Office and is competing for a larger order in Kowloon, in association with Jardine Engineering.

It is possible that the formation of special-purpose consortia of this kind can be extended to other fields, thus enabling smaller companies to partici-

pate more directly in overseas business. But the materials handling contractor will often wish to retain the freedom to choose the sub-contractors he considers suitable for a particular installation. Equally the suppliers of standard equipment will not wish to compete directly against the contractors who are their most important customers. It would make no sense, for example, for Dunlop, an important supplier of conveyor belting for bulk handling systems, to set up as a contractor in the same field, where Dunlop does act as a contractor, it is on special applications, such as the supply of its own design of moving walkways in airports, where it is not competing against its own customers.

"Thus it is not certain that a restructuring of the conveyor business, creating larger manufacturing groups or larger consortia, will benefit the industry. There is a complex pattern in materials handling which does not lend itself to simple rationalisation. It is clear that the role of the systems designer and contractor will become even more important in coming years, but the backing of an efficient and flexible network of sub-contractors and component suppliers is no less vital."

G.O.

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"Yeah! You up in the corridors of power ready to sign that order for a new fork lift truck. Battery electrics rule - OK?"

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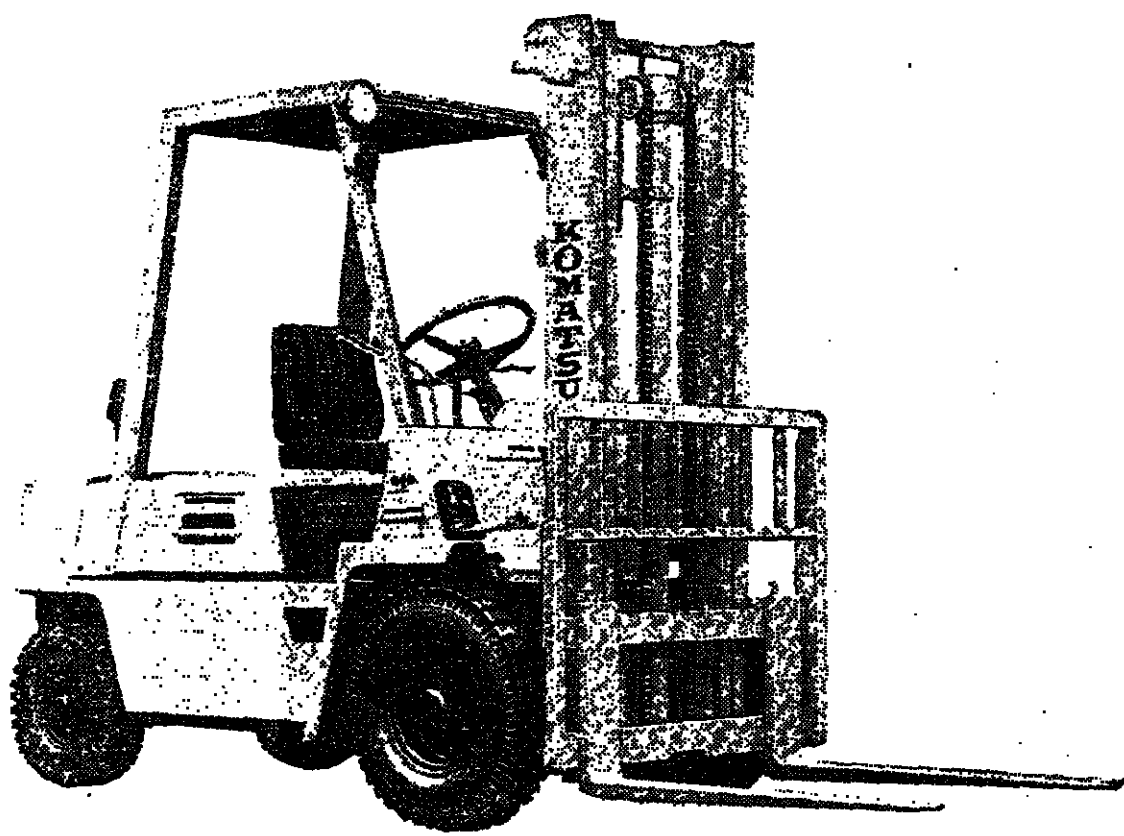
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MECHANICAL HANDLING VI

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A NEW NETWORK FOR THE NEW GENERATION

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KOMATSU
FORKLIFT TRUCKS

Efficiency in the factory

THE FACTORY floor is the heart of production and within the overall manufacturing process, handling of materials represents a potential, and often overlooked, source of cost reduction. In the Department of Industry report called "Materials-Handling Costs—a new look at manufacture" published 18 months ago the main reason for wasted resources being spent on materials handling was isolated as poor layout planning, itself usually a result of ad hoc expansion in the absence of a strategic development plan. Since materials handling is essential to the central productive process, but not itself productive, the ideal factory layout keeps materials handling costs to a minimum while ensuring efficient flow to, through and from the shopfloor.

To achieve the often substantial cost benefits available from efficient materials handling the logical approach is to eliminate all unnecessary handling and reduce to a minimum all remaining elements of movement and storage. Other basic guidelines are to keep materials moving—so far as possible, wherever possible, of processing while in motion and to avoid letting materials touch the floor.

The simple rule of thumb is to minimise the distance over which materials have to be handled. Poor planning leads to long and complicated movements and poor space utilisation particularly in static and work-in-process storage.

The goal for the materials handling systems planner is, after analysing the product or commodity mix and the priorities for the relationship between the various activities of the manufacturing cycle, to obtain the greatest volume, frequency and earning capacity, using the most efficient handling over the shortest distance.

For the company which has detected inefficiency and possible savings in materials handling the ideal approach may well be to call in the experts. These could be companies producing a range of mechanical handling equipment, institutions like the National Materials Handling Centre or specialist management companies like the Modern Materials Management Group of companies.

For 15 years Modern Materials Management has been providing a complete consultancy service to companies seeking to improve existing operations and plan expansion. In line with the DOI report MMM does not believe more efficient cost-saving materials handling systems must always involve large capital expenditure.

The company says: "For many manufacturing plants in this country much can be achieved by maximising existing shop floor the most frequently found units are probably fork lift trucks, manual or electric hoists, simple store and in-process storage and sometimes a conveyor, often of the belt



W. Germany's DEMAG group has developed this Manulift gear, with a wide range of quick-release attachments, for single-handed operation with light loads.

It is still true that few companies are aware of the costs involved in storage within their factories.

Although piece-meal remedies for materials handling problems are almost universally condemned, a systematic analysis of the production process may highlight areas in which improvements can be made.

There is also an increasing awareness that the benefits of efficient materials handling are not limited to those of direct cost saving. Efficient handling provides better control, safety and reliability within the productive process and this may mean investment in more mechanical handling.

Choice

The basic units of mechanical handling are industrial trucks, conveyors and lifting machines. On and around the small factory shop floor the most frequently found units are probably fork lift trucks, manual or electric hoists, simple store and in-process storage and sometimes a conveyor, often of the belt

specialist trucks, says the swing is towards bigger trucks with a comprehensive range of lift heights allowing the maximum use of space via dense and high stacking with attachments to bring speed to special tasks. Naturally the type of storage and choice of pallet, height, weight and peculiar operating conditions affect truck choice.

For companies simply wishing to improve the efficiency of existing trucks with the least possible capital expenditure the growing renovation and rebuilding industry may prove first choice. The MEL group of companies operating from Blestair claims rebuilding can cut maintenance costs and save up to 60 per cent. on corresponding new equipment.

In some circumstances hoists and cranes may provide an alternative to lift trucks for heavy loads. Where heavy units have to be moved within a prescribed area, electric overhead travelling cranes running on rails near the roof have the advantage of occupying no floor space, and the ability to lift over obstacles. While fork lift trucks can operate to racking heights of 33 feet, most cranes can reach 100 feet.

Where the problem is providing a fast controlled fixed path movement for large capacities with little floor space usage, conveyors provide a possible solution. The field of conveyors is very wide corresponding to the extensive range of materials a conveyor can carry and the conditions in which it must function.

Sovex Marshall, one of the leading British conveyor manufacturers, produces a whole range of conveyors from the common belt conveyor, gravity and powered roller conveyors through to overhead chain conveyors and complex sorting systems. Overhead conveyors have the added advantage of requiring no floor space, and if need be, providing "live storage" where, for example, a painted product can be left to dry.

Potential

The company stresses the labour-saving potential of mechanical handling. This enables the productive workforce to be expanded by transferring materials handling staff to production. Sovex Marshall also argues strongly against impulse buying. It suggests that managements should consult companies offering a range of mechanical handling and then ask for a selection of quotations.

It is interesting to note the DOI suggests that flow-line factory layouts tend to be more efficient than job or batch systems and points out that standardised containers, pallets and handling equipment all bring cost savings.

Storage may be required for raw material, work-in-progress and prior to distribution. Efficient storage avoids "piles on floors," delays in material supplies, and can provide bulk purchase cost benefits.

Where access to separate loads is not important and the unit load is rigid and strong, free stacking or block stacking is normally used. Shelving and bins are used for small items issued in quantity while pallet racking provides good access to individual loads. With "drive in" racking a truck selects the required unit.

Increased storage density can be obtained by using live or mobile racking like Bar Productions' Mini Storax system where racks are individually powered by electric motor and pedestrian aisles are opened up at the touch of a button.

Whatever the size and product of a factory the ultimate aim of the materials handling systems designer is to produce a movement and storage plan covering the whole manufacturing cycle. This plan must embody the most efficient and suitable mechanical handling to fit the customer's purse and allow for future production expansion.

Paul Taylor

The needs of the builder

THE CONSTRUCTION site can be the most demanding workshop of all, for operatives and machines.

As a recent and somewhat controversial report from the Health and Safety Executive pointed out, the construction site is a high-risk area for accidents because of its ever-changing and challenging nature.

The Executive's description of the conditions under which contractors have to work was a forceful one and also demonstrated clearly the demands which are likely to be made on any machinery involved in the building process.

"The construction site is very different to the factory. In a few months it can be a hole in the ground, a concrete slab, a steel frame. In a short time, the labour force may change completely and certain jobs are at the mercy of the weather. Darkness and week-end working make supervision difficult."

Quite apart from any qualities demanded of the men who work under such conditions, their machines must display the same flexibility and ruggedness and yet they must also be as reliable and as unsophisticated as possible.

All the factors which make the construction industry so inherently difficult and potentially dangerous have to be borne in mind continually by the manufacturers of site handling equipment, whose success depends on meeting the

needs of their building and civil engineering customers.

It is fair to suggest that, for many contractors, the question of correct materials handling procedures—leading to more efficient use of labour and less materials waste—is one which has too often been ignored. Countless reports have highlighted the room left for improvement in this area and have demonstrated the potential savings available to the contractor who spends a little time and money organising the movement of his materials on site during the construction process.

There is evidence that the present recession, possibly the worst in construction since the last war, has at least encouraged contractors to tighten up their operations and, in doing so, to consider improvements to their handling systems. Cost savings have become all-important against a background of slim or even non-existent margins and site efficiency has therefore come in for some close scrutiny.

Not that actual overall sales of construction site handling equipment have performed significantly better than in any other sector of the engineering industry, although they are now substantially up on the very poor levels achieved two years ago. There is hope among the

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New warehouse techniques fight for acceptance

THE EFFICIENT storage of goods in warehouses was greatly stimulated by the war, when it was forcibly brought home to those in charge of moving stores that an efficient system of storage and access was indispensable to efficient movement. Warehousing as an "art," however, has been of more recent origin, and it is only in the last two decades that work has been done on the theory and advanced practice of warehousing, and information disseminated to—and more important used by—industry.

A number of key institutions emerged. First were the Institute of Materials Handling and the National Joint Council of Materials Handling. In 1970 came the creation of the National Materials Handling Centre at the Cranfield Institute of Technology, which quickly established itself as one of the world's leaders in assisting industry to make better use of the systems approach in the field of materials handling and storage distribution.

However, as Mr. Peter Parker, now chairman of British Rail, but then vice-chairman of the British Institute of Management, said in a speech to the Royal Institute two years ago, British industry has been slow to respond to these advanced technologies. Mr. Parker thought part of the answer to why they have been so slow lay in the words used to describe the operation: "One of the constraints to the acceptance of the full value and vitality of the new thinking lies in the words 'materials handling.' If ever a word made a dull sound like plunk as it hits the Board table, this must be it. 'Handling' carries with it precisely contrary implications to what we are mostly trying to do anyway."

"The German word *Materialfluss*, or materials flow, illuminates more effectively the area of technology for the design and operation of material movement and storage systems. My own best bet, and I have shown my hand in what I have said earlier, is a synthetic new piece of jargon: *matflow*."

Awareness

Matflow, it seems, has not caught on yet, as Mr. Parker hoped it would, while he himself has gone to an industry where problems of "matflow" are even more acute. Yet it seems that there has been a growing awareness of the gains in efficiency which can be made by adopting the "systems" approach, and that the U.K.'s warehouses, even the more antiquated ones, are gradually being adapted and changed to cope with modern pressures in storage.

The need to think of systems increases continually as space becomes more expensive. A less well-advertised constraint, but no less real, is the cost of labour and the attraction labour-saving equipment has for those who can afford the capital cost of installing it. The growth of labour in warehousing in the past 20 years has been remarkable. For that very reason, the major companies are looking

more and more closely at machinery.

The warehouse is merely a shell, a covered area in which goods are stored. The art of efficient storage is to have that space used as efficiently as possible for the materials stored there. That means both the best use of space and the most convenient access possible to the materials themselves, coupled with a readily understandable stock control system.

Each of these desiderata interact upon each other to modify each other; ease of access almost inevitably decreases the maximum amount of space available for shelving or racking, for example. Forklift trucks need reasonable room to manoeuvre, much more than a man with a ladder and block and tackle. The gains in efficiency, speed and economy must be traded off until a working optimum is found.

Crucial

The matter of economy is a crucial one. Surveys conducted in the U.S. show that distribution amounts to around 15 per cent. (on average) of the Gross National Product, and that that proportion is a rising one. That means that there is increasing emphasis on purpose-built units to ensure an efficient flow of goods rather than relying on ageing and often ill-suited ones. This is exacerbated by the way material handling and storage costs are generally allocated. It has been the custom to say that material handling adds nothing to the value, only to the cost. Thus they are fragmented by cost accounting in the production department, and no overall grasp of the problem as a whole

Builder

CONTINUED FROM PREVIOUS PAGE

manufacturers, however, that when the revival in the economy does get under way, the benefits of proper materials handling techniques learned during the recession will be translated into higher equipment sales.

The specialist requirements of the contracting industry have led to the development among some equipment suppliers of whole new breeds of machinery designed to cope with tough operating conditions. Nowhere has the "rough terrain" concept been more diligently pursued than in the development of fork lift trucks which—despite the growing range of handling equipment available to builders and civil engineers—remain the principal item of handling machinery on most sites.

Despite the recession, sales of rough terrain trucks in the U.K. have risen rapidly in the last five years or so, with foreign manufacturers doing particularly well. Some of their success has been due to the appeal of their machines to the plant hire operators, who see them as a relatively inexpensive investment, simple to maintain and adaptable to meet the requirements of a wide range of customers. In addition, specialist operators are not required and the plant

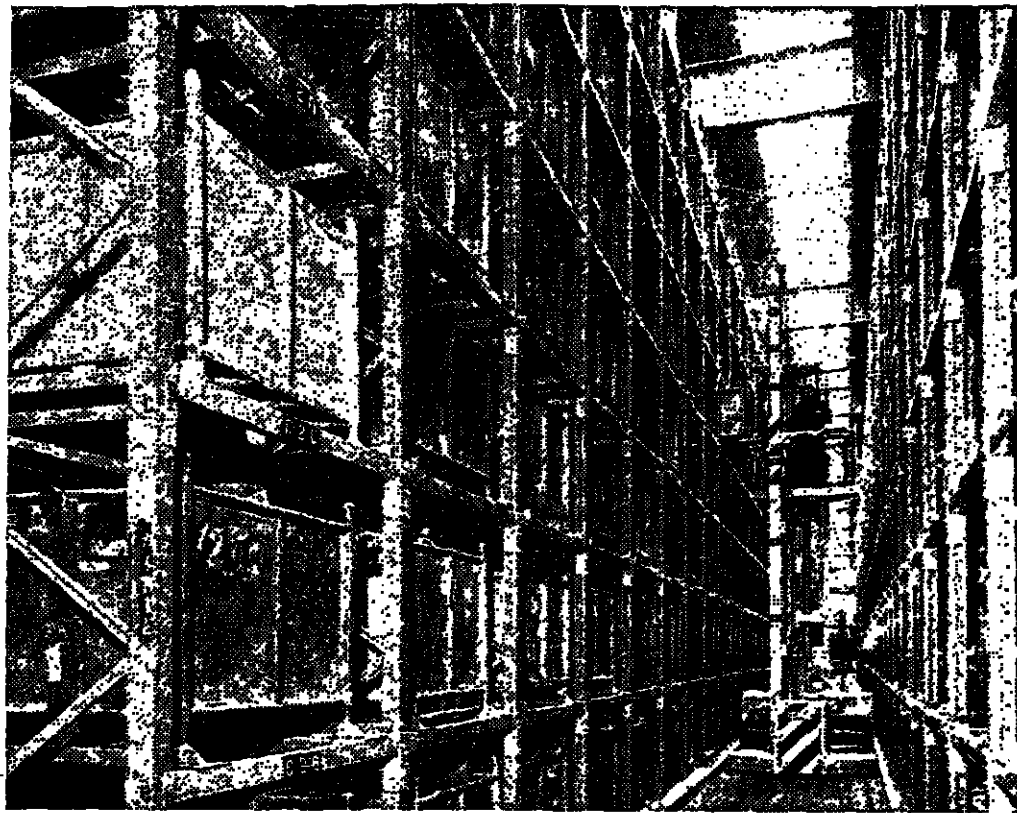
can be gained by the company. The need for material flow—handling and storage—to be regarded as part of an integrated system is a pressing one if efficiency is to be improved. This would mean that the warehouse would cease to be regarded as a costly (if necessary) shell and rather more as an early part of the production process.

Given that there is a perceived need to be efficient, what can the modern manager do within his warehouse? First, he must identify the type of racking or shelving best suited to his materials; racking, say, for a steel stockholder. After that comparatively simple division, he has several choices.

He can, for instance, choose pallet racking, where he has fork lifts or elevator loaders; shelving, where his goods are more suited to shelves than to pallets. He can choose from different types of these, depending again on the materials and the necessity for speed of access.

Raised structural platforms are being used increasingly to complement the various types of racking and shelving. Essentially this is an additional floor, or mezzanine, useful in older factories where the total floor area may already be efficiently used, but where the height is not.

Originally, these platforms were either incorporated into the buildings from new, or constructed steel engineers fabricated a suitable frame subsequent to building. But now they are fragmented by cost developments in the industry are increasing the flexibility of these platforms, and making it easier for them to be installed to support. Steel plate may be



Dexion Speedlock installation at Henry Wiggins' Hereford plant, the largest in W. Europe for the production of nickel-based alloys.

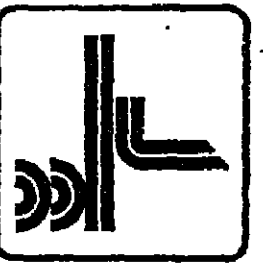
The flexibility is important in used for heavy loads, load-bearing steel mesh for rather less heavy loads; plywood and, for light loads, chipboard.

The increasing use of these new techniques within the warehouse inevitably brings problems of acceptance—not surprisingly since these new techniques often bear redundancies on their back. Even if they do not, they will require new skills to be learned and new techniques mastered—of the various institutes of

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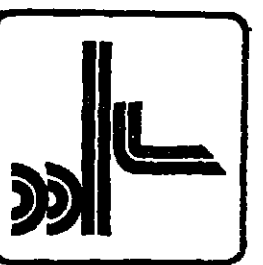
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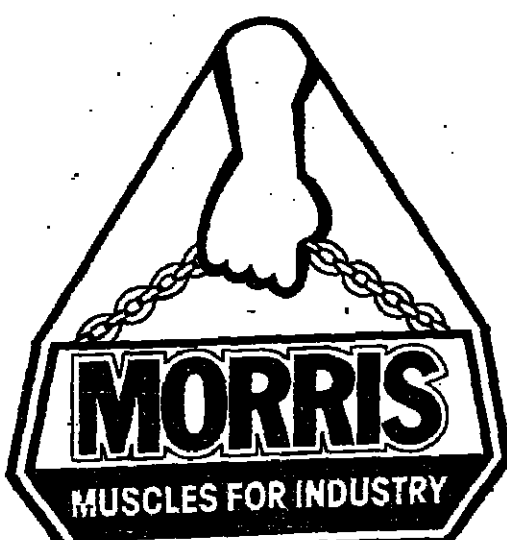
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Michael Cassell

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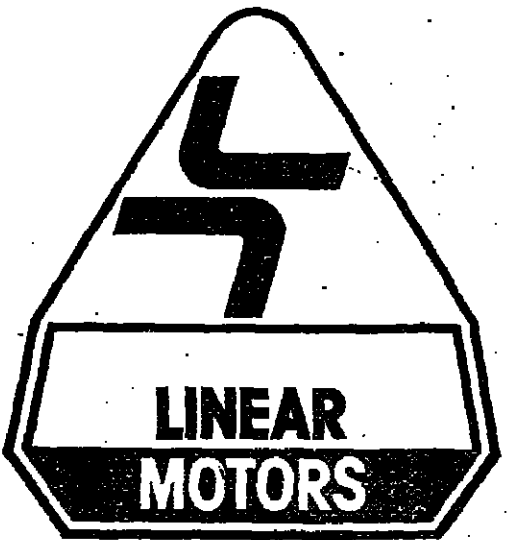
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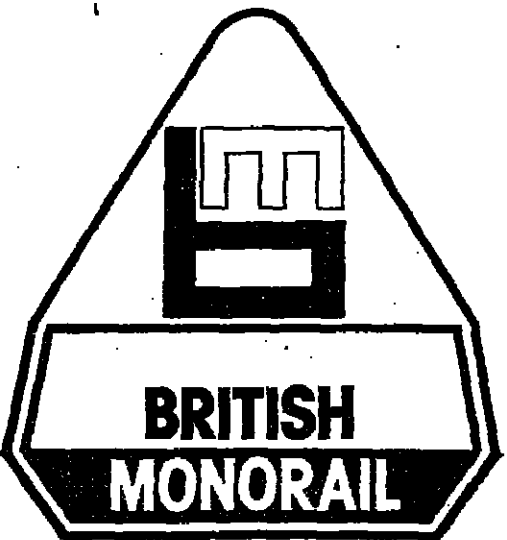
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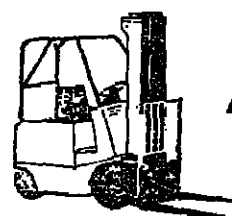
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MECHANICAL HANDLING VIII

Weighing the consequences of automation

REMEMBERING positions, quantities, "trigger" low levels at which re-order action has to be taken, and extracting from order sheets the references for each one of thousands of positions in a big warehouse complex is a relatively simple job for an up-to-date computer.

But between it and the pallets there are many intermediaries and the problems of getting the computer-generated instructions to the men operating the big stacker cranes, or the pickers feeding conveyor systems, have been tackled in a number of ingenious ways—not all of them necessarily economic.

Warehouse and depot control by computer or some other form of electronic "intelligence" has not expanded to the same degree as, say, business computing, which is not to say that programs aimed at warehousing in general—that is, stock control—have been neglected. On the contrary, practically every small system now offered as a package deal will provide stock control as a matter of course.

It is the step beyond the manipulation of the relevant data in the brain of the computer that is not being taken as often as it could—the step in which the slow and cumbersome routine of noting a stock change on a document as a pallet is

extracted and returned and then submitting the document to some form of data capture terminal is replaced by sensors which themselves determine what change there has been and report it instantly. Whether complex mechanical units could become fully automatic is a question for conjecture. Whether they should be another matter. It would not demand a great deal of ingenuity on the face of it to provide a controller to do the same work but artificial intelligence which would allow the controller to take emergency action if something unprogrammed and dangerous happened costs a great deal of money to develop.

Nevertheless, designers of equipment and systems based on the rapidly proliferating microcomputer are very confident that they may well make a great impression on many sectors of the mechanical handling market. The argument is that so far it has been the electronic engineer who has taken the microcomputer as a new tool or a building block with which the engineer has been able to simplify his switching memory, decision making and other problems.

However, the argument runs, the mechanical engineer is increasingly appreciating the fact that a micro with some memory and a simple optical sensor can be a valuable unit in a complex handling problem. It could take part of the load off any central computer. And if, instead of referring all signals to this central unit, all local events were processed on the spot and only those relevant to a total operation, or those for which the local unit could not account, went to the centre, the whole array could be made much cheaper.

Not all systems designers see this area as one where networks of low-cost micros will take over from much larger machines. However, it would seem that one is arguing about how long rather than whether. Designers closely linked with the micro warn that the task of restating data processing problems in terms of micro solutions can take a long time.

Meanwhile there are many instances, especially in large and complex installations, where the presence of a computer is contributing significantly to the economics of the whole operation. One of the most recent is on a new 65 feet glass-cutting machine able to handle 10 x 20 feet and plate glass. Made by Pankoke of West Germany and installed by Multi-glass, the machine allows more economic usage of raw materials by planned cutting.

To put the sheets into position for cutting an automated pneumatic table swings them from the vertical stillage on to the bench where correct positioning is interlocked with a roller transporter. On the cutting table is a rail-mounted cutting bridge with four heads for longitudinal and one for transverse scoring. Selection of the appropriate heads is by press button with computer feed-out of the instructions to be given to the machine to meet the day's orders.

Hand-cutting of glass on a batch basis is extremely wasteful. Matching of two dimensional shapes on a flat material so as to achieve the best possible job with minimum waste is an interesting mathematical problem and one computers can now solve in a short time.

In the installation, all orders and dates are fed to the computer which schedules cutting sequences so as to produce the minimum of off-cuts.

Several of the big computer manufacturers have involved themselves in warehouse and production line control but the most consistently successful among them seems to be Honeywell, partly because of its long experience with minicomputers. One recent award was by Ross Foods, which is installing £125,000 worth of Honeywell Level 6 equipment to monitor

weighers on each of 19 production lines at the Fakenham centre.

Twice as expensive is the work in hand for the four regional transshipment centres being built for F. W. Woolworth. In this instance Level 6 machines will be used to reconcile incoming goods against goods despatched or sorted for local distribution.

Work is in progress in another area of handling—mechanical assembly—to get the computer to do everything itself.

IBM at its Yorktown Heights research centre in the U.S. has spent a great deal of time and money since 1972 teaching machines to recognise a series of parts, determine whether they are in the right position and then bring them together in the right sequence, moving them through the appropriate path to get a fit. This is no more complicated than picking out the appropriate nut from the spares and attaching it to a bolt. In computer terms—remembering that basically a computer is a kind of idiot that understands only "yes" or "no"—the task is immensely difficult, simplified only by the electronic machine's very great speed.

What the Yorktown team has achieved is an assembly which will put together a typewriter sub-unit of eight parts in just 45 seconds. A little thought will show just how fast it is.

The Yorktown arm is nowhere near so "clever" as R2D2 in Star Wars. It represents a very significant achievement in manufacturing nonetheless and one in which IBM appears to have secured a world lead.

Ted Schoeters

Award

Several of the big computer manufacturers have involved themselves in warehouse and production line control but the most consistently successful among them seems to be Honeywell, partly because of its long experience with minicomputers. One recent award was by Ross Foods, which is installing £125,000 worth of Honeywell Level 6 equipment to monitor

National Centre's role in information

"DYFOL DONC a dyr y was also concerned about whether the first flush of enthusiasm which had led to the establishment of the Centre would be sustained.

Now, eight years later, few if any of the original doubts remain. "We are bilingually successful," says Mr. Williams to-day when he tries to think of a journalistic "angle" to a story about the Centre.

The Centre, where Mr. Williams is the director, is a remarkable institution. It was born in 1970, the child of the old Ministry of Technology, the Institute of Materials Handling, the Federation of Associations of Materials Handling Manufacturers and the Cranfield Institute itself. Behind its creation was the growing general recognition among the experts that materials handling was a crucial side of industry's operations not receiving anything like the attention it deserved.

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Intention

Handling accounts for a large part of general industrial costs—an average of 35 per cent. of factory costs in a survey of 40 engineering companies by the Centre. But it was all too seldom seen as a specialist activity of its own. The intention was to provide a focal point for information, advice and research covering all aspects of materials handling.

Yet the birth was accompanied by a great deal of doubt. The Centre was intended to be a self-financing, though not profit-making, ideal which has sometimes proved elusive in industry-based research and advice establishments. So there were worries about money in particular.

There were worries too about just how useful a role the Centre would find for itself and, more important, how useful that role would appear to industrialists.

Then it operates an advisory service which can involve the Centre's staff in visiting factories or warehouses—149 half-day survey visits were mounted as knowing all they needed to in 1976-77—to look at specific handling problems and to recommend solutions. Areas covered

include layout and methods, warehouse management and methods, materials management, distribution strategy, and equipment design and performance.

The Centre's involvement in these aspects of companies' activities can be substantial: in the past year it has been involved, for example, in establishing numbers and locations of warehouses for distribution, optimum delivery routes and vehicle sizes, and optimum levels for finished stock and work-in-progress and procedures for their control. At times it has been involved in complete factory reorganisation and advising on systems for a large mechanised warehouse.

The trend here is more and more production-oriented: of the survey visits roughly a third involved warehouses and two-thirds factories. This is particularly important in demonstrating the increasing awareness of materials handling costs. Two-manufacturing industry that day and one-week courses are

Education is another area of the Centre's operations being expanded. Its educational activity is largely based on a series of one-day seminars up and down the country organised in conjunction with the Department of Industry and based on the Centre's research into the increasing awareness of materials handling costs. Two-manufacturing industry that day and one-week courses are

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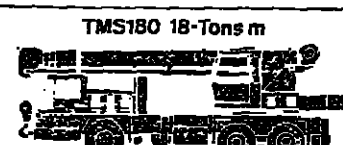


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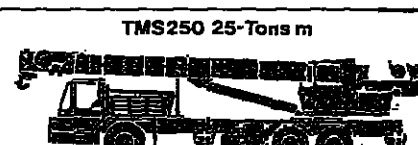
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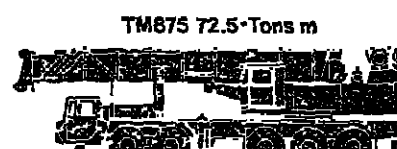
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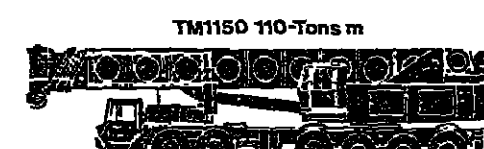
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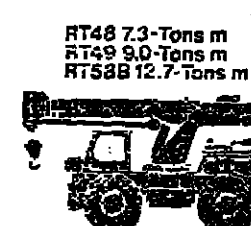
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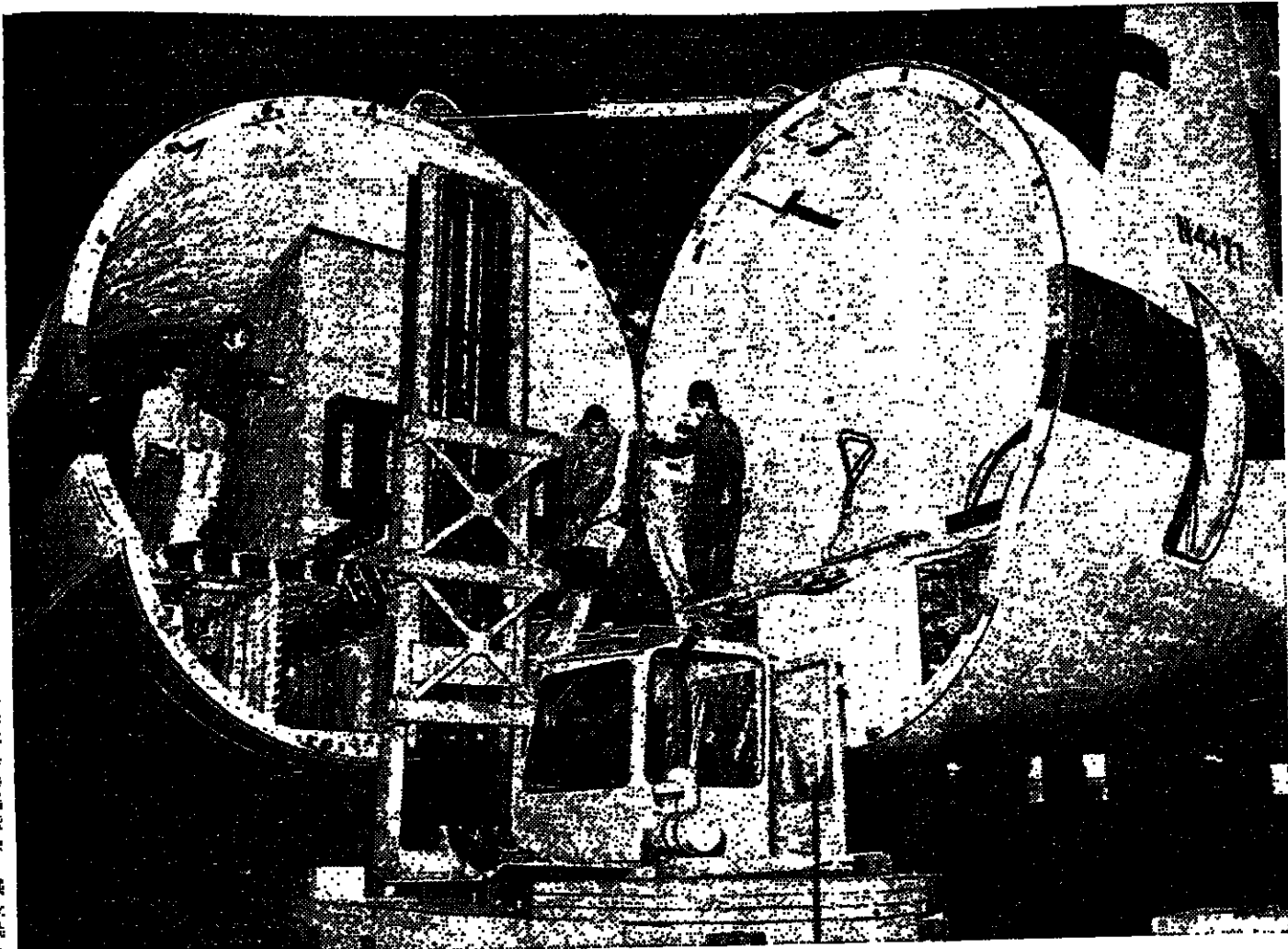


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MECHANICAL HANDLING IX



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Growth likely in air freight

WITH WORLD air freight now expanding at an average annual rate of about 12 per cent—rather higher than the 8 per cent a year growth being experienced on the passenger side of the air transport industry—it is clear that there is a substantial volume of business waiting to be won by the manufacturers of all kinds of the equipment for handling this increasing tonnage of goods moving through the world's airports.

The air transport industry in the past has frequently been a catalyst for new technological developments in a wide variety of engineering and scientific disciplines. Hitherto most of these have been on the side of the design, development and manufacture of aircraft, and their handling at airports, and on the processing of many millions of passengers swiftly and smoothly. But with air cargo development now moving out of the comparative backwoods of aviation into the forefront of airline management thinking, a new era is unfolding.

The reason why cargo handling—with the exception of a few major airlines—has in the past had a lower priority than passenger handling is that passengers have been the major revenue-producing traffic, with cargo being more or less a "fill-up." The fact that the volume of cargo was relatively low compared with passenger traffic did not provide any great incentive for a concentration of effort towards improving handling methods.

This is now changing, and the rate of change is likely to accelerate. There was a time when the commonly used method of handling cargo was to haul it from the terminal in trucks and load it into aircraft manually, piece by piece, or by the aid of fork-lift trucks.

Now, with the advent of the bigger "wide-bodied" types of aircraft equipped with large cargo holds in addition to their substantial passenger cabins, the use of containers has become widespread. Shippers can now either load their own containers in their factories or have "freight forwarders" undertake the task for them if their loads are not large enough to fill containers in their own right. This is particularly true of the demand for an immense variety

Widespread

There are still many airports round the world into which such complex and expensive systems have not yet percolated, and show no signs of doing so. At these airports—and there are many more of them than most people imagine, for there are about 28,000 civil airfields throughout the world of various kinds, from rough grass strips to giants like Heathrow—the old methods of manual labour supported by the ubiquitous fork-lift truck, still remain the staple systems of cargo handling, and it is these which are likely to continue to provide the biggest market for equipment for years to come.

This is not to suggest that there is unlikely to be a major market for the much more elaborate systems as well. As cargo growth continues, and more and more airports find their existing antiquated systems falling increasingly into disfavour with airlines and shippers, the pressures for the introduction of modern electronically-controlled handling systems will grow. It is likely that more and more integrated cargo handling systems will be installed, where the goods are virtually untouched by human hands from the moment they leave the shipper's plant until they arrive at their destinations. This will give rise to a demand for an immense variety

of items of equipment, ranging from the well-understood fork-lift truck through to air-cushion pallet transporters, roller conveyors, electronic sorting devices and computer systems for the overall control not only of the physical side of the handling business but also of the documentation, which appears to increase in complexity and quantity as air freight itself grows.

One example of the way in which the handling of cargo has progressed in recent years is afforded by London's Heathrow Cargo Centre, where the unique computerised Customs clearance system known as LACES (London Airport Cargo Electronic Data Processing Scheme) has been functioning for some time. This is a system whereby the airlines, agents and customs inspectors are linked together by computer for the purpose of speeding up the clearance of cargo through Customs.

The parties, through Visual Display Units, are linked to a central computer, which governs the whole system and takes the major decisions on how a particular piece of cargo is to be cleared. Information about a consignment is filed with the computer through a VDU, and the computer advises which procedure should be adopted to clear the cargo most expeditiously, along with a calculation of duties, taxes or other charges payable.

The real advantage of LACES is that it replaces sluggish paperwork with computer electronics, and is helping to make the speed of cargo on the ground more commensurate with the speed of jets in the air.

Michael Donne

Information

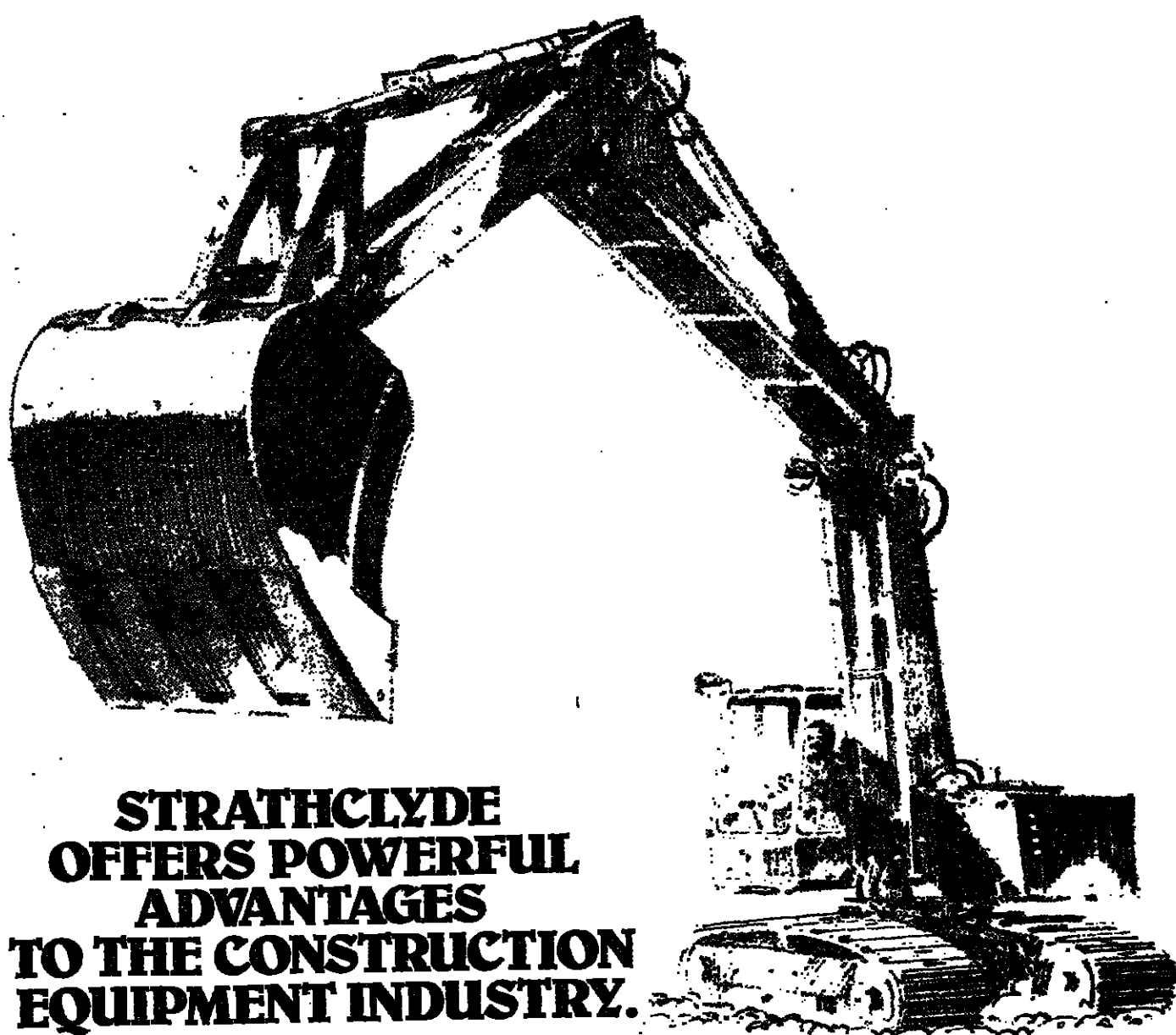
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also run. In addition there are educational activities accounted for over 2,000 student days, more than double the total for the previous 12 months, and which four or five speakers actually achieved a surplus for the second year running. With an income of just short of £220,000, £141,795 of it from research and industrial activities, the profit was a very healthy £47,709.

This is being spent on expanding educational activities, especially on the educational side, and on recruiting additional staff to make this possible. There is, too, a drive on membership (which is based on companies, not individuals) and in particular on developing a programme based on involvement in research programmes, working parties, and conferences.

What the second year of surplus has made possible is far greater confidence in the Centre's future. "Now that the problem of survival is behind us," says Mr. Williams, "we have greater freedom of choice in the way we can develop in the future. We see our principal role as being that of acquiring the knowledge of techniques used in materials handling and of disseminating them to the advantage of U.K. industry. This is why we are concentrating on the development of our educational role and on the expansion of our information programme to our member companies by problem clinics and seminars."

David Walker



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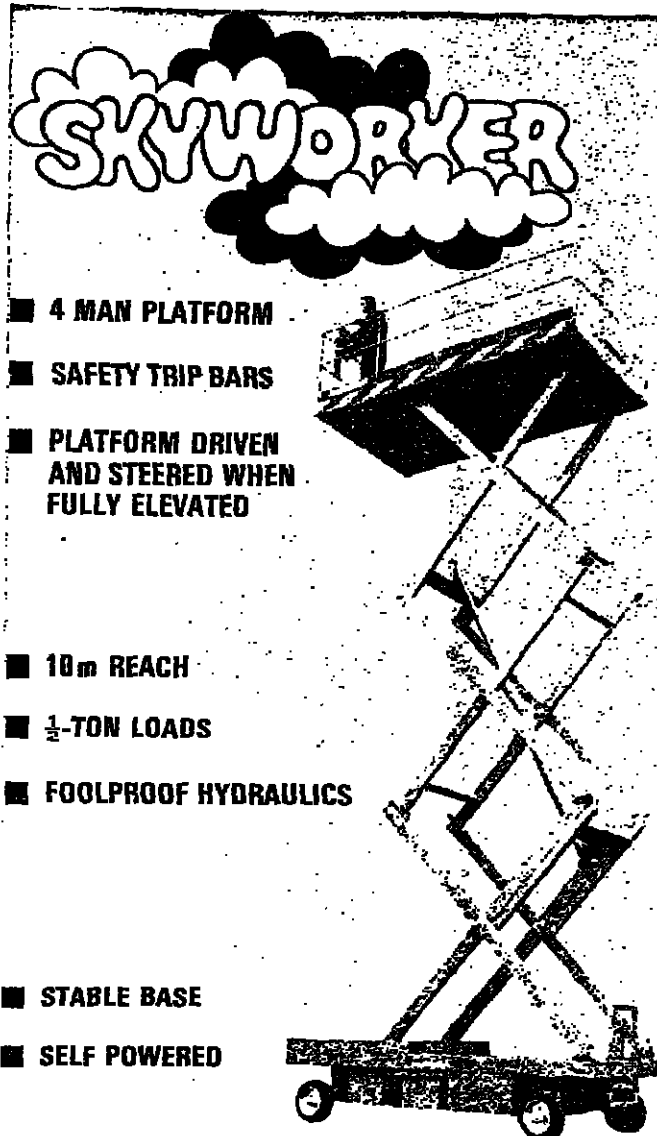
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MECHANICAL HANDLING X

Pool system points the way for pallets

THE PROBLEMS of the U.K. pallet user are well illustrated in the recent Department of Industry report on the subject which suggests on the one hand that more direct exchange or rental systems are needed, but points out on the other that half the pallets now in use are of unusual type or size.

This state of affairs is one which cannot be resolved in the short term without great efforts to standardise, but the recommendation on exchange or rental systems is now being proved correct by the continuing success of the GKN Chp pallet-pool system.

The report, published last year, says that the benefits of the scheme should be examined closely by companies using standard size pallets (1000 by 1200mm) after they have carried out a thorough assessment of their direct and indirect pallet costs.

Users now operating on the retained ownership principle should also explore the feasibility of collaborating in a direct exchange scheme, in conjunction with a centralised control system designed to minimise unnecessary haulage or empty pallets," it says.

This central recommendation is made against other findings which make alarming reading in some respects. The number of timber pallets in use in 1975 was estimated to have been 25m, to 30m, and an estimated 11.6m, manufactured in that year, but about 3m were lost or unaccounted for.

Because the rate of input by manufacturers to users could have been low enough to account for some of these "losses," it was not possible to estimate the exact loss, but at the lower estimate of 1m, a year at £2.50 each, the cost is very considerable.

At the same time the report concludes that there is as yet no comparable alternative to the timber pallet for the majority of duties, although it is admitted that some alternative materials are attractive for light duty system, or the existing rental expendable pallets and others

are suitable for specialised duties where special hygiene or sterilisation requirements apply.

It also warns that the use of low-specification pallets in an effort to offset the high rate of wastage is a shortsighted policy, and recommends that in these circumstances users should upgrade their pallet specifications where necessary to reduce the average cost per use.

One area of considerable wastage is identified as the period during which pallets are outside a company's immediate control, where they are sent out loaded for return empty after goods are delivered.

In the case of unusual type or size of pallets, retained ownership is seen as the only practicable system, with more than half the pallets currently in use falling into this category. Rental schemes now available are limited to standard size pallets and their potential is therefore restricted to about half of all pallet usage in the U.K.

However, it is considered that if other problems were eliminated, rationalisation of the types and sizes of pallets currently in use could be reduced to a range which would lend itself to direct exchange or rental systems. Ideally, both systems should be operated in conjunction with a centralised recovery service.

Body

A rental system would, the report says, require an administrative body capable of sorting out minor problems before they become big enough to threaten the system. A direct-exchange system would need a similar body, which would also have the advantage of affording some control to the companies operating it.

It is not possible at this stage to say which of the two—collaborative direct exchange or the existing rental scheme developed to give wider

coverage, would best minimise the total cost of pallet usage. Both need effective competition for maximum efficiency," the report concludes.

Although not referred to specifically, the GKN Chp rental scheme has clearly had considerable influence on the report, which admits that this system largely avoids all the sources of wastage associated with other systems, such as the failure to repair pallets, use of poor quality pallets and complete loss of use through casual destruction.

This does raise the question of concern among customers of rising long-term rental costs and the danger of a monopoly arising out of the operation of a large-scale operation needed for maximum efficiency. However, it points out that the rental operators' counter to this is that there is always room for competing companies and that customers are always free to re-own factories or to the nearest rental depot to de-hire them.

At one extreme, the use of a rental scheme is seen as an effective one-for-one exchange arrangement which is clearly attractive to companies experiencing a high loss rate. At the other, a large distribution organisation which uses pallets to deliver goods between companies within a group can obviously operate its own low-loss pallet service at a cost well

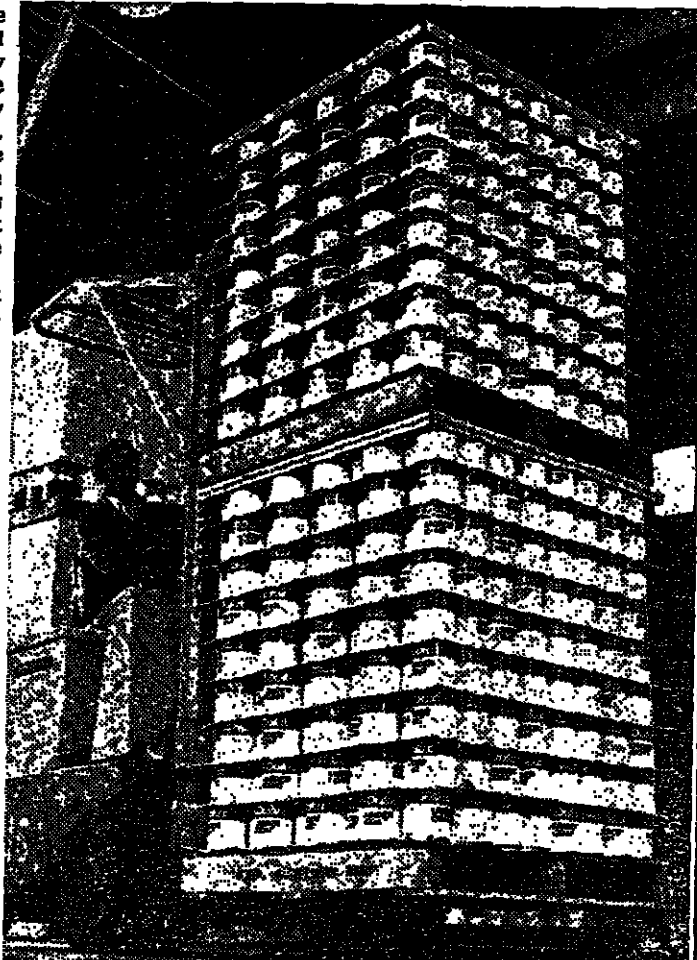
below that of a rental service. The only real criticism of movements of pallets within the rental in the report is that some additional costs do arise due to the need for participating companies to retrieve empty pallets from their customers, either to haul them back to their own factories or to the nearest rental depot to de-hire them.

The activities of GKN Chp have in the meantime continued to expand and with 14 depots it regards its cover as fully national, although more will be added to bring this number up to 22 eventually. More than 1.25m pallets are now in the rental system and this figure is growing at the rate of around 10,000 a week.

From its fairly narrow base of food and related industries, GKN Chp is now moving into other areas and recently introduced a pallet cage system which it hopes will prove attractive to manufacturing industry. Another encouraging sign for

far has been managing its rapid rate of growth, which was reflected by the claim that it went into profit for the first time last year following its initial investment of around £6m. The success of this venture so far has gone a long way to prove the point about the advantage of a centrally administered system and at its present rate of growth it appears to be leaving little doubt that rental is here to stay.

Lorne Barling



Each pallet in this double load is held with Lowce polyester strapping, and on a lift truck will absorb any shock as one unit.

Training for safety

DESPITE ITS undoubted value as a mechanical handling technique, the fork-lift truck has a bad safety record in factories and warehouses. A special study carried out in 1974 revealed that up to 70 per cent of accidents involving vehicles in factories had fork-lift trucks as the cause. In addition, some 9 per cent of deaths in factories in that year were due to fork-lift trucks.

A substantial number of these accidents could be attributed to driver error. Operator's ignorance of the regulations and principles of lifting resulted in accidents during the lifting, stacking, and lowering processes.

In 1976, the last full year for which figures are available, fork-lift trucks were directly responsible for some 30 deaths in factories and over 5,100 accidents. In warehouses and on the docks a further five people were killed in almost 400 accidents.

The safety of employees in areas where fork-lift trucks operate depends upon such factors as safe systems of work, adequately trained operators, well-maintained trucks of safe design and manufacture, a suitable environment, such as smooth and level floors, and segregation of pedestrians and trucks as far as possible.

But it is the lack of training of operators that continues to be the most dominant factor in fork-lift trucks' safety. Virtually anyone of any age or temperament can be put in charge of a potentially lethal vehicle weighing from 6.5 tons and costing up to £20,000.

In a recent report the Health and Safety Executive points out that some operators used fork-lift trucks to lift a man to a working position for a short period. In each case the executive studied, the man either straddled the forks or stood on a loose pallet. In none of the cases scrutinised had the trucks been adapted for use as a working platform.

The Executive comments that accidents caused by this wrong use of fork-lift trucks are unlikely to be reduced unless drivers are properly instructed, trained and licensed, before being put in charge and their performance subsequently monitored.

It also points out the effect that an improvement notice can achieve. In one medium-sized factory, for example, there were some 50 drivers, none of whom had received any formal training in 1976, the year studied by the

Following an incident when one driver collided with a stationary object, an improvement notice was served requiring the firm to adequately train their drivers. Subsequently a senior engineer attended a course run by a firm of truck manufacturers and on his return, instituted a formal training course for all drivers. All successful applicants were duly licensed for particular types of trucks.

Prompts

The investigation of a single accident or dangerous occurrence by the Factory Inspectorate often prompts wider investigations, either at national or local level. This is illustrated by the general inquiries which were instituted at a local authority wholesale market following the death of a 16-year-old fork lift truck driver. The truck overturned when he swung the steering wheel hard over at speed, contrary to the minimal training he had received during one month of employment.

It was found that although the local authority owned and operated the market the individual traders ran their own internal transport system and that more than 60 trucks, mainly of the fork-lift truck types, were in use on the site. Several of the companies, including the one for which the dead youth worked, did give instructions to their employees before they were officially allowed to drive vehicles. But the standard of this instruction varied considerably and only one company had sent any of its drivers away for external driving courses. Generally, however, there was no formal system for ensuring that only trained drivers used the trucks. Youngsters straight from school had been allowed to drive the vehicles within the market precincts without any training at all.

Following the Health and Safety Executive's investigation into this particular case, a meeting was arranged with the council and market traders. A plan was drawn up for the normal training of truck drivers and for a scheme of work where only such drivers were allowed on the vehicles within the market precinct.

The consequences of accidents involving trucks overturning have always been severe. During 1976, the year studied by the



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CONTINUED ON NEXT PAGE

MECHANICAL HANDLING XI

Racking methods improve

THE RAPID developments in types and range of racking and shelving equipment has been stimulated by constant pressure on management to utilise space to best advantage. This pressure has generated a wide variety of types of shelving, which in turn means that the business has grown substantially over the past ten years.

There are now a number of standard racking and shelving systems on offer, from over 20 major companies. The basic system is the simple frame; the difference between racking and shelving being that racking is a skeleton framework of fixed or adjustable design to support loads without the use of a steel or wooden base, whereas shelving is such a frame supporting a series of bases which in turn support loads.

There are several types of racking. One is mobile racking which is mounted on moveable base frames running on rails. The frames can be power-operated, manually operated or mechanically assisted, depending on the needs of the company. Then there is cantilever racking, with fixed or adjustable racks supported by cantilever arms to give extra strength where required.

Dynamic

Another system is dynamic storage racking, where a block of storage in depth is provided, with a rear or "loading" face and a front or "picking" face. Goods are conveyed from the loading to the picking face either by gravity, using an inclined surface or track, or by a horizontal powered conveyor. The advantage of such a system is that only two aisles are required to service a block of storage, thus saving aisle space and converting it into storage space. Lastly, in what is known as drive-through and drive-in pallet racking, blocks of static storage are provided in which pallets are stored two or more deep. The racks are arranged in bays into which fork lift trucks can move to retrieve loads.

Shelving follows the simpler designs of racking systems, but is obviously less flexible, since the fixed bases act as a constraint on the mobility and arrangements of the loads they carry. Besides basic shelving, there are on offer cantilever shelving and mobile shelving, both on the same principle as their racking equivalents.

Racking can be and is further sub-divided by two main types, pallet and storage racking. The first takes the pallets, or portable platforms, which are usually handled by fork lift trucks. The pallets and their loads remain together on the racking throughout their storage life, to allow ease of handling by the fork lifts when they are to be moved again. The second type—storage racking—is adapted for more or less stan-



An example of the mobile racking and high density storage systems developed by Storax.

dard containers which have no pallet base. The three major companies in this field are Acrow (Automation), Desion and Link II. All three offer most of the standard varieties of pallet racks and storage racks. Also strong in the market are Bar Productions (Mechanical Handling), Flinspa Engineering, Hi-Lo (Mechanical Handling), Steel Fabrications (Hallifax) and Welconstruct.

The industry as a whole has developed from a large number of small companies producing a comparatively restricted range of simple equipment into one where there is a large capital investment and where the range of products is sophisticated and increasingly adaptable. Besides the pressure on space and the consequent market demand for better and better systems, there is the growing pressure of competition from an ever-more inventive industry, which has been successful both domestically and in export markets.

A third stimulant for companies in the U.K. has been the efficiency of the country's retailing chains, and the need of these chains for storage systems in warehouses which can respond to the stores' demand for rapid replenishment of their shelf stock. That in turn has led to examination of better ways both of storage and of access to the stores. Hence the development of drive-through and drive-in racking, and of the mobile and dynamic storage racking and shelving.

Racking can now be well over 100 feet high, and as deep as the nature of the materials stored, and the method of access to these materials, will allow. The racking can be clad, or strengthened, to form the main structure of the building. The

systems are increasingly being installed as integral parts of new warehouses, factories and offices, but they must also be flexible enough to be put into old buildings which were not designed for their use. Thus they often need to be installed to very fine tolerances, and equipped with guidance systems to suit the new generation of handling and access equipment.

How access is gained to the racking is thus almost as important as the type of goods stored on it. At the simplest level the racking is used to store light loads which are placed there, and taken off, by hand. More typically, however, shelving is used for the lighter loads (as office stationery, for example), and racking for heavier, industrial loads. For the latter access is typically gained by fork-lift truck, or by belt conveyor or vertical conveyors.

Advanced

A good example of an advanced system of pallet racking, which is combined with computer control, is to be found at the main warehouse of Penguin Books near London's Heathrow Airport. The books are stored on pallets in high-racking reached by fork-lift trucks. Orders from the retail outlets are fed into the computer, and appear in the warehouse office on a punched card, indicating that the shop in question wants so many of this title, so many of that, so many of another. The fork lift trucks feed storage bays with titles; the storage bays are interconnected with a little railway, on which computer-controlled trucks, each one commanded to make up an order for a shop, shunt to and

trucks are loaded by hand with the relevant number of books indicated on their card; they then shunt to the next bay and so on until the order is completed, finally shunting to the distribution point where the books are packaged and despatched.

While the system depends in part on computer control and in part on the relative ease of storing books, it also depends on easily accessible racking systems which can be both replenished and emptied swiftly. The system itself thus contributes to the rapidity of turnover of the product, and to the speed with which stocks — especially of a popular title — can be replenished.

The future development of racking systems will almost certainly be towards increased automation. A research programme into these and other storage systems is presently being conducted by researchers in Strathclyde University on behalf of the Storage Equipment Manufacturers' Association of the U.K. and their European counterparts, grouped together in the Fédération Européenne de la Manutention (FEM). The research programme will take around three years, and it is hoped that it will contribute to some standardisation of equipment and styles on a European-wide basis.

However, one can anticipate the results of the research programme to some extent by noting that the three pressures which have contributed most to the development of racking systems — pressure of space, of competition and of increasingly efficient retailing — are likely to go on growing.

John Lloyd

Safety

CONTINUED FROM PREVIOUS PAGE

Executive, there were a number of fatalities where drivers were crushed between the framework of the cab or canopy and the ground. The obvious question, the Executive points out, is whether the traditional design of the cab could be modified to prevent this type of accident. The Executive also comments that some larger companies now use insurance companies to carry out scheduled periodic inspections of trucks. But accident investigations have shown that these are still in a minority. Frequently there has been no planned maintenance and what has developed is a breakdown repair system.

A useful booklet on the causes and prevention of factory accidents, published by the Royal Society for the Prevention of Accidents, points out that "safety depends on sound maintenance, which is why every crane or other lifting machine has, by law, to be thoroughly examined at regular

intervals." The booklet makes clear that this is a management responsibility but says that the actual examination is usually done by an insurance engineer. Every crane or lifting appliance has a maximum safe working load which should be clearly marked on it. It is dangerous as well as illegal to lift a load greater than this safe load, ROSPA points out.

Collapse

"A crane is designed to lift a freely hanging load, and the safe working load is calculated on this basis. If it is used to shift a load which is jammed or to lift at an angle from the vertical, it may be subjected to an unpredictable load. If the load catches on anything during lifting, the 'snatch load' may be many times the weight of the actual load. It is easy to overturn a crane in this way or to cause it to collapse."

The Health and Safety Execu-

tive gives an example of an accident involving a crane. The collapse of a rail mounted scotch derrick crane which had been examined within the previous 12 months drew attention to the need for regular and special examination of a bent piece of metal of rectangular section known as the "gland iron" which connects the back stay with the mast.

The accident occurred in a shipbreaking yard. The bottom of a trawler had been cut into a number of sections ready for removal. The maximum safe working load of the crane was five tons but the weight of each section of the trawler could only be estimated. The weight of one of the sections was being taken by the crane when there was a loud crack and the 120 foot long jib, mast and one of the back stays toppled over the sloping quayside into the water. The cab was pulled over with the mast and broke against the quay edge, trapping and seriously in-

cluding the driver. Investigation of the accident pointed to the failure of the gland iron. It was found that about one quarter of the total area of the break on the gland iron had been cracked before the failure and that the rest had failed through fatigue cracking. It is doubtful if visual inspection of the gland iron would have revealed a crack.

Following the incident the company concerned arranged for all the gland irons on their derrick cranes in the U.K. to be non-destructively tested. Further defects were uncovered and urgent remedial action taken.

Pressure for more stringent checks in all areas of safety are likely to intensify later this year when the new statutory safety representatives and committees come into force under the Health and Safety at Work Act. This should encourage more employers to realise the potential killers in the factory.

David Churchill

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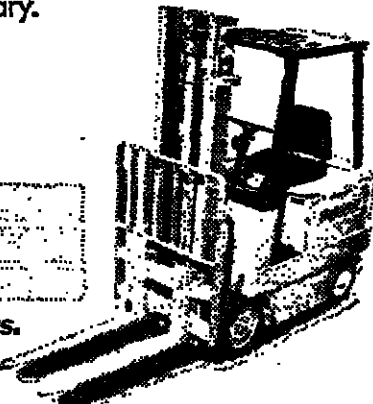
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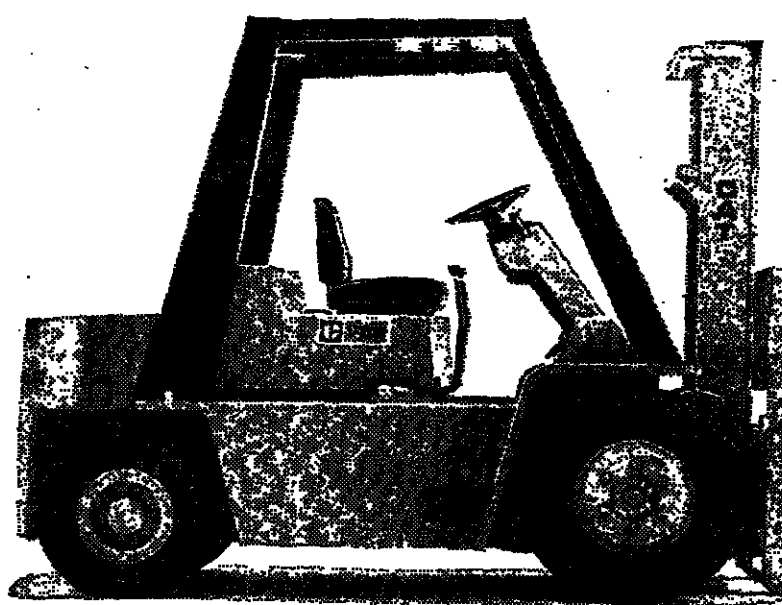
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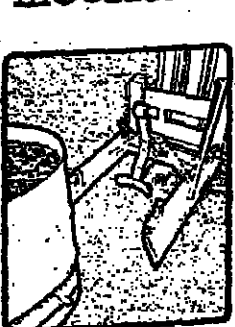
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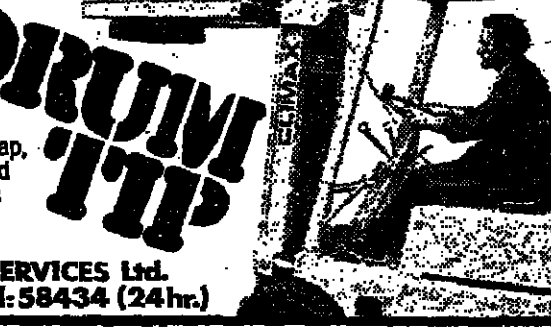
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MECHANICAL HANDLING XII

The docks resist change

ACADEMIC INSTITUTES and the research and development departments of engineering companies continue their steady output of new products, from minor modifications to revolutionary concepts, but the world's port operators are not in a mood for dramatic change.

The pace of change has been rapid in ports in the last 15 years thanks to the containerisation of large sections of world seaborne trade a more than four-fold increase in the size of many ships and the more complex factors which have led to a steep decline in the port industry's workforce.

All these developments have contributed to the pressure on the design of mechanical handling systems at ports and the feeling is that operators and their customers require a period of stability and some time to make minor improvements on the changed fundamentals. Even if this requirement did not exist for operational reasons, the poor financial condition of the shipping industry would preclude large-scale investment in change.

Workhorse

It is interesting to note that even where finance has been less of a problem in the booming and fast-growing ports of the Middle East, and where the best in Western port consultancy skill has been available at the design stage, conventional solutions have been adopted for the most part.

A typical problem on which a great deal of energy has been expended is that of straddle carriers, the basic workhorse of the container berth, and used for moving containers to storage areas, where they can be fed by gantry cranes to the backs of lorries or railway wagons.

When the National Ports Council set out to analyse container berth systems about two years ago with the aid of consultants and a panel of experts from bodies such as the British Transport Docks Board, it concluded that the case for the straddle carrier had had its day and should be designed out of future systems. The idea was that cleverly positioned rail-mounted cranes could do the same job, without the safety hazards of straddle carriers, which are exceedingly difficult to drive, the excessive quantity of down-time on the vehicles—

25 per cent. is normal—and nature facing container ship owners on the mechanical handling front is whether and to what extent to equip their vessels with self-unloading equipment. In general terms there is no doubt that the need for gantry cranes on ships is decreasing as ports in the developing world equip themselves to deal with the container revolution, but many owners still prefer the independence which self-unloading confers and which can be vital in the event of a disruption to normal port services by weather, strike or other disturbance.

When it comes to cranes for handling bulk goods, the main trend has been towards machines capable of heavier lifts at more rapid intervals. The basic concept of the transporter bridge, capable of handling a wide variety of cargoes, has not changed much in the last 20 years, but modern cranes are capable of discharging 3,000 tons an hour. Although there have been many predictions that this rate of operation and therefore, by implication, the transporter

bridge crane concept itself would be inadequate as bulk carrier sizes grew, the slump in world trade has in fact impeded this development. There are still very few bulk carriers in excess of 100,000 dwt.

The main improvements sought in bulk-handling cranes are in speed of operation and, a related question, better designs of mechanical grab. The crane builder's contribution is to increase the actual speed of movement between cargo hold and discharge point by shortening the distance of grab travel and to design for higher grab payloads beyond the current maximum of 50 to 60 tonnes.

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Damage

Among the problems created by heavier payloads are the risk of even greater damage to vessels' holds and hatch coamings. This is partly the reason why so much manufacturers' effort has gone into increasing the lifting capacity of the grab, while reducing the weight of the grab itself. Designs vary widely to deal with cargoes from lump limestone to sugar, but the versatility of the bulk crane ensures it a future against its more modern challengers.

These challengers mainly come under the heading of continuous unloading systems, which can be meant a bucket chain, slurry pipe, pneumatic pressure system, or conveyor belt.

None of these systems is in wide use, although most have been tried somewhere. Technically feasible, although capable of refinement, they are awaiting a new age of large ship loads, fewer discharge terminals and even lower manpower provisions. Continuous unloaders can also be fitted to the ships themselves, which is a very expensive form of cargo handling, but permits vessels to discharge into virtually unmanned storage parts at any number of locations within a small radius.

Similarly, it would be feasible to take the idea of slurry transportation for dry bulk goods a stage on from the present position where dry substances are mixed with water at the ship's side and pumped to an inland terminal. It may in time become more economic to convert the cargo into slurry at the point of loading and transport it in large tankers, for pumping into holds rather like refinery towers.

Another advantage which will increasingly weigh in favour of continuous unloaders is the growing environmental pressure to avoid dust. Control of dust with a crane and grab system is difficult, although improvements have been made in recent years, but an enclosed continuous loading system, which avoids dropping powdery substances such as phosphate from a height, is of a different order in this respect.

It is the case too that because continuous unloaders operate at more or less constant speeds, they can require less energy than a conventional crane, although for the time being this too is not a factor to offset the high capital cost involved.

Ian Hargreaves

physical (the movement, handling and storage of materials); management (effective planning, control, review and improvement of the physical aspects); and technology (the techniques required to meet physical and management aspects).

It is the difficulty in getting across the importance of the whole subject which has prompted the long hard look at itself which the Institute has been undertaking for the past year or so. One aim is a big increase in membership—the 3,000 level was reached some five years ago and since then the numbers involved have remained more or less static—which will in turn add greatly to general awareness of the key role handling plays in all aspects of the world economy.

"We have not only got to double our membership very soon with men of the right calibre but, more important, we must retain it," Mr. Howard Hicks, the Institute's president, exhorted members recently.

Mr. Hicks, chairman and chief executive of the IDC Group, which he founded in 1957, is the Institute's first president, appointed just under a year ago in a move which marked the organisation's 25th anniversary. Much of the impetus behind the examination of the Institute's success in meeting its self-proclaimed role stems from him.

Changes that have followed include the appointment of a number of vice-presidents, all of them well-known figures within industry (in the very broadest sense: one, for example, is Major General Mike Callan, Director General of Ordnance Service in the Logistics Executive (Army)) whose connection with the organisation can only help to promote it.

On top of this, a committee has been set up to review services to members, which Mr. Hicks admits have been "inadequate". Considerable thought has been given as well to the possibility of a change of name, a point which might appear superficial but which given again the difficulty of identifying everything that materials handling is about, is a matter of some importance.

The problem is that there are many areas between the management strategy related to handling and the engineering side of the operation—purchase and design, installation and maintenance of handling systems—where the role of the specialist body such as the Institute, and indeed the specialist individual, is blurred.

As a result, the bridge which should exist between the Institute as a generator of good industrial practice and industry as its beneficiary is broken.

To quote the Institute itself: "Materials handling still does not impress senior management sufficiently as a subject which could help performance in any of the defined areas of industrial management... One major problem in industry is that the way in which materials handling responsibilities are shared between line and staff management depends on company strategy... All line management is responsible in some degree for handling materials in the manufacturing and distribution cycle. It is in fostering awareness of the degree of that responsibility and its impact on cost and profit that the IME's role is seen to lie."

Agreed

It was over five years ago that the Institute started looking at its name; indeed that there should be a change was agreed then. But there was no agreement as to what. Only recently the Institute of Materials Handling Engineers was being put forward as the potential alternative, but that was ruled out in the end as focusing attention on just one aspect of a multi-sided subject—engineering, though highly important, is but one of the things the Institute is about.

One new factor making the question of name currently a subject of discussion is the forthcoming winding-up of the Department of Industry's Committee for Materials Handling. Set up in 1973, that is due to lose its Government sponsorship in November, but there is considerable interest in industry in ensuring that it continues to exist in some form or another. The Institute has been asked whether it would be interested in sponsoring it and has said yes, though whether the change-over, which would probably involve the committee's broadening out into a National Advisory Council, will actually take place is not yet known.

But if it does that will itself bring changes to the Institute. One of these could well be that it adopts that part of the Committee's title which is in parentheses—its full name is the Committee for Materials Handling (Management and Technology)—as part of its own nomenclature, stressing the two streams which between them go to make up the art-science of materials handling.

D.W.

The Institute's aims

MATERIALS HANDLING is probably one of the least appreciated aspects of industrial activity. Companies will spend large sums modernising their production processes and expend considerable efforts in trying to cut down overheads. But, the extent to which the handling of the raw materials involved in those production processes and the storage and final shipment of the end-result add to those overheads often goes unrecognised.

If the situation has been improving in recent years—and the signs are that it has, though nowhere near enough—a fair part of the credit must go to the Institute of Materials Handling. Based at Maidenhead, Berks., the Institute was formed just over 25 years ago with five principal objectives:

1. To promote the science of materials handling and to

further the knowledge and appreciation of that science among the public generally; 2. To encourage and advance the study of techniques of materials handling in all its aspects;

3. To stimulate and promote research into the development and improvement of these techniques;

4. To increase the effectiveness of all manual workers by the study of methods of saving muscular effort and strain by scientific planning, and by the provision of the most effective mechanical aids;

5. To extend, increase and disseminate knowledge of, and facilitate the exchange of, information and ideas in regard to materials handling. How far the Institute has succeeded in meeting those aims is

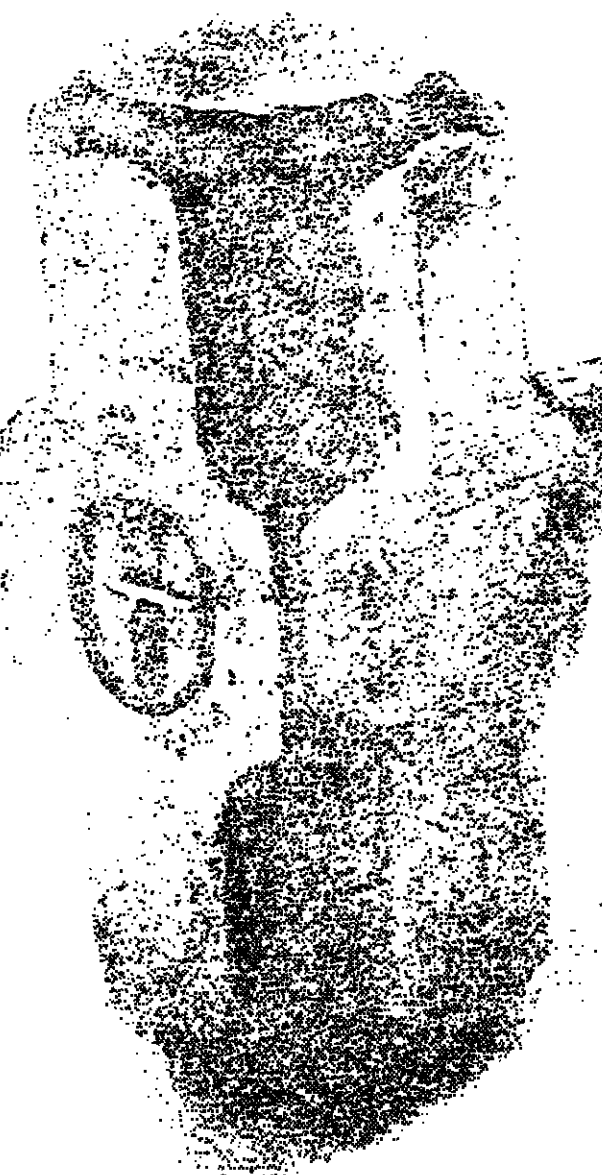
difficult to assess. It has built up a large membership both in Britain and elsewhere—there are some 3,000 members in this country, while 40 per cent. of the total membership is from overseas—elected as individuals rather than company representatives. It was one of the driving forces behind the establishment of the National Materials Handling Centre at Cranfield near Bedford and has played an important role in the Department of Industry's Committee for Materials Handling, the source of, among other things, an invaluable series of pamphlets on various aspects of handling.

It is also actively involved in education, being behind the Materials Handling Certificate courses operated in various colleges of further education, and takes part in international conferences and exhibitions as well as those in the U.K. It publishes

its own regular newsletter and operates an advice service. Last, but by far not least, via its regional branches it brings together people actively involved in materials handling at regular intervals for functions which may be largely social or may have a serious topic in front of them but which, in either case, provide a forum in which people with a common interest in an important subject can exchange ideas and information.

Yet within the Institute itself there remains some doubt as to how effective it is. For materials handling is in some ways an unidentifiable activity. An aspect of so many things, touching on nearly every essential material aspect of life, in but a few cases does it provide a career, giving its practitioner a clear role such as other professional activity might. Similarly, it embraces at least three distinct concepts: the

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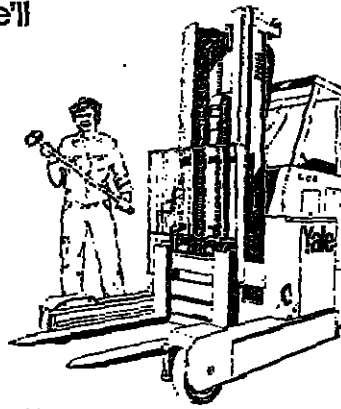


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ANYONE WHO persists in imagining that we have an immigration problem should cast an eye across the Atlantic. As the American phrase has it, "you ain't seen nothin' yet."

Under present law the U.S. limits legal immigration to 290,000 a year. Add in dependants and you get close to 400,000. That is something like ten times as many as we are currently accepting into Britain, although their population is only four times as large as ours.

A few Americans have begun to notice that 400,000 a year is twice as high as the rate of inflow between 1924 and 1965, when the annual average was 190,000. Fewer still have begun to notice what may be an even more significant shift away from predominantly European immigration and towards an inflow from Asia of a size that our own home-grown population could not begin to comprehend.

Panic

To understand this one has to look back a bit. Between 1900 and 1910 over 4m. immigrants from mainly southern and eastern European countries responded to the famous inscription on the Statue of Liberty—"Give me your tired, your poor, Your huddled masses yearning to breathe free..."

Because America's prime source of new white blood had previously been northern European there was something of a panic. Congress began to impose literacy tests, Asian-exclusion clauses and, finally, the national origins quota system in an attempt to keep the republic's ethnic mix stable.

In 1965 this policy was abandoned, and to-day all countries are subject to a

theoretical limit of 20,000 immigrants to the U.S. per year. Thus there is a ceiling on the number of western Europeans who may be given visas. As it happens, the rate of application for immigrant visas has dwindled on this side of the Atlantic—but it is rising fast in Asia, China, Korea and Filipinos come in at the full 20,000 rate, with the Indians only just behind. Waiting lists from such countries are long, and growing. The effect has been dramatic: by 1975 legal immigration from Asia to the U.S. was half as high again as the inflow from Europe.

Nor is this the only source of Asian immigrants. As Elizabeth Midgley points out in a long and brilliant review of the subject in the April issue of the Atlantic Monthly, about 165,000 refugees have come in from Indo-China since 1975. There are many cruel obstacles in the way of these "boat people" but over the next five years a further 150,000 might reasonably be expected to cross the water and settle in the U.S.

If they come, writes Mrs. Midgley, "the final result will be the acceptance of 315,000 people as fall-out from the American defeat in Indo-China."

In spite of all this, there is no serious movement in favour of curbing legal immigration into the U.S. Like us, native Americans are no longer pro-

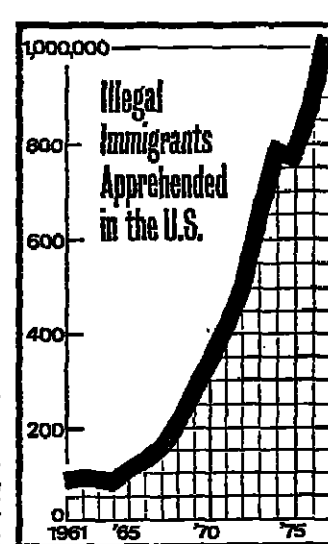
ducing enough children to ensure growth in their population; in fact they look set for a slight decline. Unlike us—and blessed with far more space than we must make do with—they are not rooted to a state of national tantrum at the prospect of immigration from the whole world.

This would all be remarkable enough if immigration simply stopped there. But when one

approach to illegal immigration is its politics. People broadly on the Left in American terms may be opposed to it, because, to use the President's words, there is a danger of establishing "a permanent underclass" of millions of persons who have not been and cannot practically be deported, and would continue living here in perpetual fear of immigration authorities, the local police, employers and neighbours. This is the case in favour of an amnesty. Competition with unskilled and largely non-unionised American workers, who fill the low-paid jobs and the unemployment queues, is a reason for opposing further illegal immigration.

On the right, however, the continued influx of cheap labour—to work in agriculture and menial positions in Texas, or in sweatshops in Chicago, or in domestic kitchens in Washington D.C.—is not viewed with any particular distaste.

American who might be Thatcherite Tories in this



Illegal Immigrants Apprehended in the U.S.



American border patrol officers question three Mexicans, apprehended as they tried to slip across into the U.S.

country see such a flow as a necessary underpinning to a growing economy. The economic benefits count for more in their logic than the social consequences.

Everyone involved in the American political debate has already rehearsed the arguments many times over. Bills aimed at curbing illegal immigration have been put before Congress in each of the past four years—albeit with no success. One particular difficulty is that no one really knows the number involved in the special case of the "wetbacks" who constitute the overwhelming majority of those shown in the graph accompanying this article. Again, the numbers in the graph may not reflect true immigration, because many Mexicans turn right round and come back after being deported. There is much double-counting.

But the Mexicans, numerically preponderant though they may be, are a special case. They walk into Texas as though they own it, and some of them think they still do. One is reminded of the "special case" of labourers from the Republic of Ireland taking the trip to Britain. In both instances it is almost impossible to assess how many plan to stay permanently, if they can, and how many are

simply earning money to send home.

Behind the Mexicans, however, lie long queues of other Latin-Americans and Caribbean. Jamaicans drive taxis in Washington. Illegal aliens from Haiti, or the Dominican Republic, or Guatemala, are being apprehended in significant numbers. The Domestic Council on Illegal Aliens, which reported in December, 1976, indicated that among other major sending countries were Colombia, Peru, Ecuador, Thailand, Iran and Nigeria. (Canada and the U.K. show in the official tables as relatively unimportant though statistically significant sources of illegal immigration).

The effect of the large inflow of Latin-American illegal immigrants is already visible in many parts of the U.S., especially in the south. The growth of virtually bilingual English-Spanish areas is being recorded by several academics, and the effect of the relaxation of the earlier pressure on newcomers to learn English is a matter for earnest speculation.

According to the Domestic Council's report, two-thirds of all immigrants, from all source countries, settle in one of six states—New York, California, New Jersey, Illinois, Texas and Massachusetts. Taken together they already account for about a third of the already low growth in the U.S. population, and the proportion is increasing. In some local areas—Los Angeles, for example—their numbers in the graph may not reflect true immigration, because many Mexicans turn right round and come back after being deported. There is much double-counting.

And it is on this level that world patterns of labour migration ought to be studied. The approach of our own politicians is Ruritanian. What all developed countries inevitably face is the massed pressure of the poor outside the city walls. For the U.S., with its imperial Roman demand for workers—although not necessarily citizens—from every part of the world that falls within its sphere of influence, the pressure is so strong that its population mix may over time be radically changed. In Britain this would be regarded as a catastrophe. In America, itself the product of a melting pot, it is not necessarily anything of the kind.

Proper policy

The question is, what is the proper policy for Western Europe and the developed world as a whole? The Continental guest-workers, and our own initially welcome immigrants, constitute evidence of a passably open approach; now we in Britain are familiar enough with the closed approach. The answer to the question, "which is the right one?" is not a simple matter of counting a few thousand male fiancés, and throwing up our hands in horror. It is a complicated judgment, requiring a sense of the proper place of the West in the global economy. But we have long since stopped growing political leaders who could operate on that elevated plane.

Joe Rogaly

Unknown seas

From Elizabeth Young.

Sir—Your shipping correspondent, Ian Hargreaves, article on the "Amoco Cadiz" wreck (April 24), comprehensively though it was, left some of the problems unmentioned. It is not only that a mere 30 per cent of U.K. coastal waters have been surveyed to modern standards, but that only 30 per cent of the designated shipping lanes have been so surveyed, a fact disclosed in the House of Lords on April 8 in answer to a series of questions on the Hydrographer from Lord Nonnet.

Of the 14,000 known wrecks, the depth of some 12,500 and the exact location of 11,000 is not known. There may anyway be some two or three times as many wrecks altogether unknown. Uncharted banks and shoals continue to be found within, or on the edge of, heavily used shipping lanes. And of course, as the carriage of dangerous cargoes (LNG, nuclear) increases in volume and frequency, the risks increase too.

The Western oil industry did indeed devise more "realistic" insurance schemes after Torrey Canyon, but not all oil carriers participate in the scheme; I gather the French Government, which spent well over £10m. last year clearing oil from the Brehén, is likely to recover a mere 3 or 4 per cent of this sum from the relevant East German concern.

Meanwhile the oil installations in the North Sea are only entitled to a safety zone of 800 metres, which might well not embrace some of their well-heads on the seabed. Nor, apparently, is any low level air control system at present legitimate over the oil fields, where the combination of many hundreds of helicopter movements each week and low-lying Nimrods on "Tapestry" duties, and bad weather, appears to be potentially lethal.

Add a few Soviet naval exercises and weapons tests, and the inadequacy of the present state of affairs appears quite striking. What is even more remarkable is that the opportunities to improve them, presented by the UN Law of the Sea Conference, have not yet been taken. The shipping industry is likely to find itself in a veritable cat's cradle of unco-ordinated coastal state rules and regulations, unless it can persuade the Government to promote a more rational system of jurisdiction at UNCLOS III.

Elizabeth Young, 100, Bayswater Road, W.2.

South Africa's grand design

From the Press Attaché, South African Embassy.

Sir—I feel that some comment is necessary regarding Mr. Quentin Peel's article (April 26) on the South African Prime Minister's so-called "grand design," as some of Mr. Peel's statements rest on shaky foundations.

The fact that Mr. Peel is able in his article to point to various manifestations of radical urban black and unco-operative homeland leaders' opposition to the policies of the South African Government, indicates a clear removal of paternalism in favour of endogenous political development.

South Africa is more than any other country, a microcosm of the world's ethnic problems and it is therefore self-evident that it should devote relatively more attention to the ethnic factor in formulating its socio-political

Letters to the Editor

development programmes. This fortunately is accomplished through constant dialogue between the various race groups.

Although Mr. Peel mentioned the fact that two separate commissions are currently looking at existing labour legislation, he neglected to mention that the frames of reference to the one multi-racial commission is to examine 12 acts affecting labour relations passed since 1939.

The innumerable clear limitations of Government policies in favour of proposed changes in the law to allow blacks to take out mortgages to buy their own homes in townships, is regrettable. The system of 90-year leasehold in Britain is a common phenomenon and does not impede any rights of British citizens, so why cast doubts on the application of the same system in South Africa?

As to Mr. Peel's conclusion that Chief Matanzima's frustration proves contagious, the timetable for homelands to become independent could slip drastically, he might find that Chief Mphahlele, the Chief Minister of Venda, will not go along with his statement as he tabled a motion in the Venda Legislative Assembly last month asking the South African Government to grant the homeland independence "probably in July next year."

South Africa has never progressed to being perfect and honest criticism is to be expected. One does, however, feel that Mr. Peel's approach does little to contribute to a better understanding of another country's problems or politics. P. A. Swanepoel, Trafalgar Square, W.C.2.

Accounting for inflation

From Mr. G. Thompson.

Sir—I was pleased to read Professor Baxter's article (April 12) re-opening the case for constant purchasing power accounts. The basic principles of current cost accounting have gone unquestioned for too long.

The basic concept which underlies all the problems of inflation accounting, and indeed, accounting as a whole, is that of value. Profit is a secondary notion wholly derived from changes in value with time. It is commonly recognised that value is hard to measure and we must rely to some extent on subjective judgement. It is less often recognised that it is also often recognised that it is also specific to a use or a user and in no way intrinsic. Different uses give different values. Thus value and hence profit to the equity holder may be different to value and profit to the business itself as an ongoing entity. It is here that the proponents of CCA accounting and CCA diverge without, it seems, being fully aware of the true basis of their differences.

I happen to be employed in a process industry in which the busi-ness of the plant is in-creasing rapidly as the replacement capital cost per unit output of product. In such a situation CCA has a very definite relevance to the company's management and the long-term survival of the business. It may be prudent in view of the recent state of the capital market for sufficient funds for these purposes rather than give shareholders an option on this matter. Indeed, the sums involved may not be profits from the point of view of the company's managers; they are, however, still profits from the point of view of the equity holder.

Inflation is a separate problem. Indeed, I believe it is a red herring in these arguments. The logic of conventional accounting in periods free from inflation is well understood. The CCA approach adopted by the Sandilands committee suggests that in an industry such as my own (and it is not at all atypical) in which relative values are changing at a different basis of accounting is necessary with or without inflation.

Dealing with inflation alone is actually relatively simple. I am an engineer by training and am well aware of the problems that the technology would have met were there not a reliable and well understood parallel development in metrology. Accounting has for too long tried to pretend that it had no comparable problem. The statisticians have through various indices tried to provide a basic unit of financial measurement that suffers from fewer vagaries than units of national currency. Money is fundamentally a general unit of exchange and thus I suggest the only worthwhile index for these purposes is a general index of purchasing power. Furthermore, the only valid purchasing power in this context is final consumer purchasing power—all others are merely intermediate manager prices. Whether or not the Retail Price Index gives a correct balance is a matter for sociologists and statisticians. It is, however, the best we have currently and a correction of all items as suggested in the original CPP proposals deals adequately with inflation.

I believe that by far the most important move which could and should be undertaken (immediately) is to replace traditional accounts based on historical costs with CPP corrected accounts based on a constant value of money exactly as was originally proposed. Having done this, we might then issue an appendix to these accounts a number of corrections similar to those suggested in the Hyde proposals. These would, of course, be relatively small as inflation would already have been dealt with in the main accounts. Furthermore, as they would only be additional information the company's directors could be given reasonable discretion to decide the method of calculating the adjustments providing that they explain these methods in an appropriate note. Such a system would meet all the current requirements with- out losing the familiarity and objectivity of traditional accounting practices. Graham Thompson, 158 Pennsylvania Road, Exeter, Devon.

A question of conciliation

From the Chairman, Advisory Conciliation and Arbitration Service.

Sir, In his letter of April 27, Mr. Lyons, general secretary of the Engineers' and Managers' Association, said that it was misleading of your industrial reporter, Alan Pike, to say that senior Advisory Conciliation and Arbitration Service officials had no possibility of persuading EMA/the Shipbuilding and Allied Industries Management Association and the Confederation of Shipbuilding and Engineering Unions to reach a mutually acceptable settlement. It is your industrial correspondent who was inaccurate. I have met representatives both of the CSEU and EMA/SAIMA. It was clear that the views they expressed were irreconcilable. To put it briefly, EMA/SAIMA believe that they

should be granted recognition for collective bargaining purposes nationally in shipbuilding because of their membership among management grades. The CSEU believes that EMA/SAIMA should not be granted such recognition because they are opposed to the introduction of any more unions into the industry and because collective bargaining arrangements already exist. The CSEU left me in no doubt whatever that its opposition to the EMA/SAIMA claim is both resolute and uncompromising. Effective conciliation can take place only when the parties to a dispute feel the need, despite their differences, to search for agreement.

Moreover the problem is not one of lack of understanding of the other's point of view. Both sides seemed to me to be fully aware of the fundamental arguments.

These discussions were reported to the ACAS Council who decided at their last meeting that we should write to British Shipbuilders stating that we have not been able to identify any basis for agreement. J. E. Mortimer, Cleland House, Page Street, S.W.1.

To-day's rotten boroughs

From Mr. A. Holland.

Sir—Your Lobby Editor, Richard Evans, in describing (April 26) the Epsom and Ewell constituency with its electorate of more than 80,000 as little short of a rotten borough, shows a remarkable lack of early political history.

The term "Rotten Borough," of which Old Sarum was the most famous example, dates back to the early 18th century and originally referred to those seats with literally a mere handful of electors.

To-day's rotten boroughs are the seats in the city centre, but in Scotland, mostly Labour held, which have electorates of well under 40,000 against a national average of about 65,000. Anthony D. R. Holland, 7/8, Warwick Street, W.1.

The price of land

From Mr. D. Morris.

Sir—In his letter of April 21, Mr. Gimson quite rightly points out that as house prices rise, land prices are pulled up. In the long run, however, a shortage of land leads to a shortage of new houses and this can cause house prices to rise. It's a chicken-and-egg situation, but in my opinion as property is a long-term investment and a shortage of building land over a long period will cause a shortage of houses for sale and, therefore, an increase in house prices such as we see at the present time.

In a free market increased land prices would attract more land on to the market, more houses would be built and house prices would stabilise, but the U.K. building land market is not free, hence my plea for positive planning and the abolition or a substantial reduction in development land tax.

Mr. Gimson rightly points out that new houses only represent 15 per cent to 20 per cent of house sales, but it is a very important 15 per cent to 20 per cent. New houses are vacant and ready to be occupied, but far too many secondhand houses are only available with vacant possession and as when the owner has found somewhere else to go, David C. Morris, 21 Sola Square, W.1.

To-day's Events

GENERAL
EEC Foreign Ministers meet, Brussels.

Mr. Eric Varley, Industry Secretary, addresses Amalgamated Union of Engineering Workers Working (foundry section) conference, Morecambe.

Mrs. Margaret Thatcher, Opposition leader, ends visit to Iran. Marshal of the RAF Sir Neil Cameron, U.K. Chief of Defence Staff, continues visit to China.

Mr. Forbes Burnham, Prime Minister of Guyana, arrives in London for official visit. Law of the Sea Conference continues, Geneva.

Scottish Regional Council elections. Amalgamated Union of E.C.S.

Engineering Workers (engineering section) conference continues, Worthing.

Association of Scientific, Technical and Managerial Staffs meets Automobile Association management on negotiating rights.

Industrial Tribunal expected to decide whether Mr. Richard Elvidge, a trainee chef at Claridge's, was unfairly dismissed.

Sir Peter Vaneek, Lord Mayor of London, receives Mr. R. K. Gupta, Mayor of Delhi, and E.C.A. Agents.

House of Lords: Debates on family support and an perinatal mortality.

COMPANY RESULTS

British Home Stores (full year). Laing (John) (full year).

COMPANY MEETINGS
See Week's Financial Diary on page 10.

OPERA
Royal Opera perform Othello, Covent Garden, W.C.2, 7 p.m.

MUSIC
Low London Consort, director Philip Pickett, in 15th century German and Austrian music Queen Elizabeth Hall, S.E.1, 7.45 p.m.

SPORT
Soccer: European under-21 championships, England v. Yugoslavia, Manchester, Tennis: Fiddington tournament.

NEW PACKAGING IDEAS ARE WORTH MILLIONS.

The journey to INTERPACK '78 in Dusseldorf is accordingly of the greatest value.

INTERPACK is the most important trade fair in the world for packaging machinery, packaging materials and confectionery machinery.

200 Exhibitors from 21 countries will show packaging machinery on 55,000 sq. metres
Packaging materials on 20,000 sq. metres
Confectionery machinery on 12,000 sq. metres

Nowhere else will you find so much know-how and so much help in making safe decisions for your investment in the important fields of packaging and transport.

Further information on INTERPACK '78 from: International Trade Fair Agencies Ltd. 2 Old Bond Street, London W.1.

interpack
Düsseldorf
8th to 14th June 1978

COMPANY NEWS

Laird winning significant orders

SIGNIFICANT ORDERS have already been won in the current year in all divisions of Laird Group other than in the metal industries sector, says Sir Ian Morrow, the chairman, and while demand for steel continues at a low level, elsewhere the group's manufacturing capacity is fully occupied and currently there is no shortage of opportunities.

Members are told in his annual statement that the group has adequate financial resources to back further development and these resources will be enhanced in due course by the receipt of nationalisation compensation.

As reported March 28, pre-tax profit advanced from £3,000m. to £3,100m. for 1977, on turnover of £119,200m. (vs. £110,300m.). Stated earnings are £1,700m. (vs. £1,600m.) on 35p share and the dividend totals 2,937p (vs. 2,837p) net. A one-for-ten scrip issue is proposed.

On a C&S basis, taxable profit was reduced to £6,500m. after adjustments for depreciation of £1,900m. cost of sales £9,900m., less £2,000m. of £1,000m. and £2,500m. at the year end. A divisional breakdown of turnover and profit shows (in £000s): metal industries £23,800, £1,300; and £241 (£1,411), transport engineering £23,778 (£2,716) and £1,611 (£2,737), motor components and other engineering £48,945 (£43,681) and £3,720 (£4,792), and shipbuilding £9,837 (£9,867) and £628 (£631) profit.

A geographical analysis shows (in £000s): U.K. turnover £4,283 (£4,049) and profit £5,283 (£5,380); EEC, excluding U.K. £2,478 (£2,012) and £3,831 (£2,681).

The chairman reports that the metal industries division managed to remain profitable despite the international steel recession and heavy competition from imports. At the same time, the transport engineering sector increased profits by over 37 per cent, and motor components and other engineering improved by 19 per cent.

In the shipbuilding division, Western Shipbuilders, following its losses in 1976, returned a further deficit of £0.5m. in 1977. Exhaustive efforts were made to improve the position, states Sir Ian, but the recession in oil tanker repair work made it impossible to restore profitability.

As a result arrangements are now in hand to place the Western shiprepair yard on a care and maintenance basis. However, in their report, the auditors say the financial effects of this decision are uncertain, particularly in relation to fixed assets, which have been included in the group accounts on a going concern basis at an amount of £2,140,000. The rest of the shipbuilding division was profitable in 1977 and is expected to remain so in 1978, adds the chairman.

Aurora set

In 1978, Aurora Holdings, general and precision engineering, expects to show continued progress and further asset improvement in spite of the political, economic and trading uncertainties the group foresees.

Mr. Robert Atkinson, the chairman, tells shareholders in his annual statement.

As reported on March 31 pre-tax profits for 1977 rose from £2.3m. to £2.31m. and the dividend is increased from 4.20p to 5.20p. On a CCA basis adjusted pre-tax profit is £1.8m., after depreciation £0.85m., cost of sales adjustment £0.87m. plus a gearing adjustment of £0.6m.

Orders in hand at the end of 1977 were £7.7m., Mr. Atkinson says, showing a significant increase over 1976. Although the group's situation has improved, he says there is still no real sign that recovery from the world economic recession is imminent.

There was an increase in net liquid funds of £270,000 compared with a decrease of £2.6m. Meeting, Sheffield, on May 25 at 12.30 p.m.

Confidence in Websters' strength

The strength of Websters Publications over the last few years augurs well for the growth in the future for which the group plans, says Mr. Peter Lane, the chairman, in his annual statement.

As reported on April 14 the group turned in taxable profits of £0.91m. for the 15 months to end-1977 compared with £0.30m. for the previous year. The dividend is 1.675p for the period against 1.2p.

Subsidiary Bookwise achieved a further increase in its share of the market and is well placed to take advantage of the expected improvement in consumer spending on books during the current year. The group's bookshops showed encouraging growth in turnover and profits during the period, the chairman adds.

In the publications and printing division Mr. Lane says the group is beginning to feel the advantages of the substantial expenditure on equipment at the Chesham Press. And he adds that Websters has further improved its competence with regard to the group's various publications.

There was an increase in working capital at the end of the period of £725,000 compared with a decrease of £29,000 for the 1976-77 year. Meeting at 77, London Wall, E.C., on May 25 at noon.

Hawkins and Tipson on target

TURNOVER FOR the six months to February 28, 1978, of Hawkins and Tipson expanded from £8.17m. to £8.50m., but pre-tax profits were virtually unchanged at £222,000 against £220,000 before higher tax of £183,000 compared with £56,000. The directors state that the forecast of annual profits at least

equal to last year's £1.23m. should be attained if trade continues as at present and exports hold up through the summer.

No provision is made in the periods for U.K. deferred tax by reason of allowances for fixed assets or stock increases where it is considered that the reduction in liability will continue for the foreseeable future.

The interim dividend is held at 1p net per 25p share. Last year's final was 2.90p.

The group manufactures ropes, wire products, furniture, etc.

Beauford encouraged so far

IN HIS annual statement Mr. G. Crawford, the chairman of Beauford Group, says that the directors are budgeting for an increase in both turnover and profits for 1978 and results so far achieved lead him to believe that the budgets will be met.

As reported on April 14 pre-tax profits rose from £433,281 to £522,261 in 1977 on turnover of £4.37m. (£4.3m.).

Net liquid funds were £9,039 lower (£340,178 higher) at the year end.

Inflation adjusted accounts show CCA pre-tax profits at £598,000 after adjustments for cost of sales £65,000; depreciation £137,000; and reserve £78,000. All activities contributed to the improved results. The engineering companies expanded their markets, and the industries they serve now extend from steel to medical equipment. The group is thus reducing its dependence on one industry.

During the year the group has invested £373,000 on fixed assets bringing the total spent during the last four years to not far short of £1m.

While maintaining this level of expenditure the company has been able to strengthen its balance sheet. Liquidity has been improved, net current assets have been increased and assets per share, before providing for deferred tax, but without taking into account the excess of the current value of freehold properties over their book value, at 53p compares with 43p the previous year.

Meetings, Huddersfield, on May 25 at noon.

Portals in good condition

IN HIS annual statement, Mr. John Sheffield, the chairman of Portals Holdings, says that the group is in good condition and able to cope with the difficult trading conditions that now prevail in the markets of the world. The balance sheet is healthy, the group has liquid resources of

£7.5m. to be used to strengthen the business either by internal investment or by acquisition and gearing is minimal.

The growth in water treatment and engineering profits is expected to continue in 1978 but the papermaking division will be hard pressed to maintain its profits.

The heavy capital investment programme has begun at Overton Mill but, as yet, no suitable acquisitions have been found for either the water treatment or engineering divisions.

At the year end future capital spending stood at £6.90m. (£1.05m.) with £5.99m. (£0.76m.) not contracted for.

As reported on April 14, pre-tax profits rose from £6.8m. to £8.5m. in 1977 on turnover of £77.37m. (£84.38m.).

Inflation adjusted accounts show current cost pre-tax profits of £7,430m. (£4.8m.) after a depreciation adjustment of £900,000 (same) and a cost of sales adjustment of £750,000 (£1,650m.), offset by a gearing adjustment of £1,000,000 (£250,000).

As at April 13 the Bank of England held 30.6 per cent. of the equity.

Meeting, Connaught Rooms WC on May 24 at 12.30 p.m.

Bronx hit by steel reduction

Order intake level at Bronx Engineering Holdings for 1978 is not making the progress that there has been in the past few years, says Mr. G. B. Crosthwaite, the chairman, in his annual statement. And the home market, he says, will be affected by the reduction in volume of orders expected from the British Steel Corporation. Thus he anticipates that group profit will fall considerably below that achieved in the 1976-77 year.

As reported on March 30 pre-tax profits for the year to November 30, 1977 show little change at £790,281 against £794,707 after a four-half rise from £372,000 to £396,000. The dividend is 11p from 1.424p to 1.572p net per 10p share.

A statement of source and application of funds shows an increase in working capital of £74,400 against £58,200. Meeting, Birmingham on May 24 at noon.

CADBURY/PETER PAUL

Peter Paul Inc. shareholders, have approved the merger with Cadbury Schweppes at a special meeting.

Under the agreement, Peter Paul holders received £27.5 cash for each share held.

BIDS AND DEALS

Johnson accepts new Hepworth terms

The Board of H. and R. Johnson-Richards Tiles has now agreed to accept an increased offer from Hepworth Ceramic Tiles. The cash element of the terms has been lifted from 39p to 58p. The full terms are now one Ordinary share of Hepworth plus 58p cash for each share of Johnson, and put a value of 198p on each Johnson share, against 121p in the market last Friday.

The increased offer has been made following further discussions with the Board of Johnson and its financial advisers, S. G. Warburg. Johnson has informed Hepworth that the estimate of profits before tax for the year ended March 31, 1978, is some £5.5m., a material increase on the previous indication. The profit is after taking account of losses of around £0.8m. incurred by the U.S. subsidiary of Johnson; the Board of Johnson has informed Hepworth that further losses are not expected to arise in the year ending March 31, 1979.

The Preference offer remains at 70p per share cash. J. Henry Schroder Wagg and Co. will post the revised offer document on behalf of Hepworth as soon as possible.

comment

The agreement of the Johnson-Richards Board has cost Hepworth an extra £4.1m. in cash. In new talks which began last Friday J.R. disclosed the profit estimate of £5.5m. pre-tax which is said to be "materially higher" than the material figure which had been used in previous discussions. Both sides will have been aware of the potential influence of the various large shareholders, unrepresented in the talks, who have expressed an interest in any price over 125p. London Brick with 9.8 per

cent. has been prominent here, with a 25 per cent. block. Certainly the new terms produce an advance to well above 125p against the current value of 117p represented by the original proposal. The exit p/e, fully taxed, appears to be of the order of 12. Meanwhile Hepworth is increasing its equity by 17 per cent. in exchange for an increase in attributable profits of perhaps 12 per cent.

GRANDER ASSOCS. SELLS RADIO UNIT TO DECCA

Grander Associates has agreed to sell its RF Radio Products to Decca Communications. The transaction includes not only design rights and technical know-how, but also tooling and inventory of finished equipment, spares and work in progress.

The RF radio business has had no material effect on sales or earnings over the past several years, it is stated.

BOC BOOSTS AIRCO HOLDING

BOC International reports that some 4,949,000 shares of common stock of Airco Incorporated and about \$105,555,000-worth of Airco Convertible Debentures, the equivalent of about 210,000 shares, had been tendered to its subsidiary BOC Financial Corporation, and purchased, increasing BOC's ownership to about 82 per cent. of Airco.

The directors of BOC have extended the tender offer for one week to 5 p.m. New York time on May 5. Debentures have been previously called for redemption on May 4 and unless tendered before then or converted will mature on May 4.

As a result of the acquisition, Letraset's net tangible assets attributable to Ordinary holders will rise from £10.1m. to £16.55m.

Mr. J. Randall, chairman of the Randall group, says in his letter recommending acceptance of the bid, that to ensure continuity of management all the Randall directors, with the exception of Mr. S. A. G. Moules, who retires in July this year, are entering into service contracts with Letraset, and will continue to manage the trading operations.

On the dividend front Letraset intends to declare a second interim dividend of 1.5p for the year ending April 30 of 4.979p net per share. This will be paid in early October and together with the interim already paid of 0.80p the total for the year comes out at 5.3949p net, an increase of around 90.8 per cent.

The document also says that Randall is a co-defendant in an action brought in New York for damages for personal injuries allegedly suffered by a user of one of its toy products. "Although the action involves a claim for \$2.5m., it is understood that the claimants in the action have approached Randall's lawyers in New York on behalf of such co-defendant with a suggestion that a joint settlement be negotiated with the claimant. Randall is not accepting any liability in this matter. It is understood that Randall is fully covered by a products liability insurance contract.

SIMCO MONEY FUNDS (Saturn Investment Management Co. Ltd.)				
Rates of deposits of £1,000 and upwards for w/e 30.4.78.	7-day Fund	90-day Fund	3-mo. Fund	6-mo. Fund
Mon.	6.213	6.213	6.213	6.213
Tues.	6.525	6.525	6.525	6.525
Wed.	6.572	6.572	6.572	6.572
Thur.	6.902	6.902	6.902	6.902
Fri./Sun.	7.065	7.065	7.065	7.065
3-Month Fund				
Wed.	7.125			

For the six months 1st May 1978 to 1st November 1978

In accordance with the provisions of the Note, notice is hereby given that the rate of interest has been fixed at 8 1/2 per cent. and that the interest payable on the relevant interest payment date, 1st November 1978 against Coupon No 2 will be U.S. \$42,17.

By: Morgan Guaranty Trust Company of New York, London Agent Bank.

LOCAL AUTHORITY BOND TABLE

Authority (telephone number in parentheses)	Annual gross interest	Interest payable	Minimum sum	Life of bond
Barking (01-582 4500)	9 1/2	1-year	5,000	5
Barnsley Metro. (0226 20323)	10	1-year	250	4-7
Elmbridge (09322/88/28844)	10 1/2	1-year	1,000	4-7
Knowsley (051 5486353)	10 1/2	1-year	1,000	3-7
Redbridge (01-478 3020)	10 1/2	1-year	200	5-7
Rushcliffe (0602 811511)	9 1/2	1-year	500	3
Rushcliffe (0702 49451)	10	1-year	250	5-6
Thurrock (0175 5122)	10 1/2	1-year	300	4
Thurrock (0175 5122)	10 1/2	1-year	300	5-8
Wrekin (0932 505051)	10 1/2	yearly	1,000	5

FINANCE FOR INDUSTRY TERM DEPOSITS

Deposits of £1,000-£25,000 accepted for fixed terms of 3-10 years. Interest paid gross, half-yearly. Rates for deposits received not later than 5.5.78.

Terms (years)	3	4	5	6	7	8	9	10
Interest %	9 1/2	10	10 1/2	10 3/4	11	11 1/2	11 3/4	11 1/2

Rates for larger amounts on request. Deposits to and further information from The Chief Cashier, Finance for Industry Limited, 91 Waterloo Road, London SE1 8XP (01-428 7822, Ext. 177). Cheques payable to "Bank of England, a/c FFI". FFI is the holding company for IFCF and FCI.

APCM chief sees brighter future

IN HIS annual statement, Mr. J. A. Blony, the chairman of Associated Portland Cement Manufacturers says that the future of the company is brighter than for some years, provided it is allowed to earn a reasonable return on its investment.

The investigation by the Price Commission will find the group as efficient as any in Britain and we trust we will not be prevented from maintaining our prices at the level necessary to ensure our continued prosperity and growth."

As reported on April 14, pre-tax profits finished 1977 marginally higher at £18.2m. (£18.5m.) after shipping from £23.5m. to £22.5m. in the first half.

Mr. Blony says this has been a difficult period for the company but the directors are beginning to see an improvement in the prospects and anticipate an increase in cement demand in 1978 for the first time in four years.

The group has recently replaced a large part of its fleet and is considering replacing some of its older U.K. plant. The directors plan to spend £35m. on capital projects in 1978.

In 1977 shipments of cement and clinker were nearly doubled and the directors are confident of shipping more in 1978. They are also looking for an increase in export prices. Anticipated further growth overseas will mean a larger proportion of total earnings is likely to come from investments and consultancy activities overseas.

R. H. Cole takes steps to improve potential

In his annual statement Mr. Peter Cole, chairman of R. H. Cole says as anticipated the high level of performance achieved in the certain subsidiary activities are first six months was not met being restricted to the remainder of the year. The group's policy is to maintain a constant search for new activities compatible with the group's philosophy of providing specialist products and services.

Although results for the year will be affected by the cost of the move of the group's thermoplastic activities to Milton Keynes, the benefits of improved productivity will become increasingly apparent as the year progresses.

The group's cash resources are being maintained at a satisfactory level and will be sufficient to finance the expansion of the business anticipated during the year. Proceeds of the properties being vacated by Cole Plastics and East Angles will be applied to reducing secured borrowings.

As already reported, turnover for 1977 amounted to £23.5m. (£18.1m.) and taxable profits improved from £0.8m. to £1.8m. The value of goods exported from the U.K. totalled £1.98m.

MIDLAND BANK STATISTICS

Statistics compiled by Midland Bank show that the amount of "new money" raised in the U.K. by the issue of marketable securities in April was £89.7 (£135.6m.).

On the results the chairman says as anticipated the high level of performance achieved in the certain subsidiary activities are first six months was not met being restricted to the remainder of the year. The group's policy is to maintain a constant search for new activities compatible with the group's philosophy of providing specialist products and services.

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nu-swift

A great name in fire fighting

- * Record turnover of nearly £9 million. Profits earned: £908,009.
- * Maximum permitted Dividends declared.
- * Subsidiary company formed in Spain.
- * Two latest ranges of Dry Powder Extinguishers first of any manufacture to be granted BSI Kitemark for compliance with new British Standard 5423.
- * Increased sales of improved Quicksilver Smoke Detector, Model 7676.

Extracts from the Review by the Chairman, Mr. Ivan Dorr, of the 1977 Accounts of Nu-Swift Industries Limited.

The 18th Annual General Meeting will be held at the Savoy Hotel (Rivers Entrance), London, on Friday, the 12th May, 1978, at 3 p.m.

Complete Review and Accounts, or full details of Nu-Swift equipment, from Dept. CH 78, Nu-Swift International Limited, Eland, West Yorkshire, HX5 9DS. Eland (0422) 72852 & 70811 (12 lines). Telex: 51.384.

Principal Subsidiary of NU-SWIFT INDUSTRIES LIMITED.

London Showrooms: Nu-Swift Fire Protection Centre, 122 Regent Street, London W1R 6QD. 01-734 5724 (3 lines).

CORY

CHEMICAL COLOUR MANUFACTURERS

Mr. S. J. S. Eley, chairman, reports on 1977:

- * In this the 150th anniversary year of the founding of the business, I am able to report a record turnover and profits. Turnover amounted to £2,575,406—an increase of 38 1/2%—and total pre-tax profit of £591,530 represents an increase of some 34% over the previous year.
- * The recommended final dividend on the ordinary shares of 0.3375p per share is the maximum rate we are permitted to pay under current legislation.
- * During 1977, we spent some £101,000 on new plant and equipment. Modernisation or replacement of older plant will continue in 1978 and plans have been approved for the building of an extension of the administrative block which will make more space available to laboratory and office staff.
- * The fall in demand experienced by some companies in the chemical industry in the latter part of 1977 is now affecting our sales, which for the first three months of 1978 were lower than in the comparable period last year. Unless there is an upturn in demand during the rest of the current year we cannot expect to maintain in 1978 the profits achieved in 1977.

BOURNE COURT AND COMPANY LIMITED, NATHAN WAY, LONDON SE8 6AY

PORTALS

WATER TREATMENT AND ENGINEERING

1977 Divisional Sales —£57.5m
1977 Divisional Profits —£3.3m

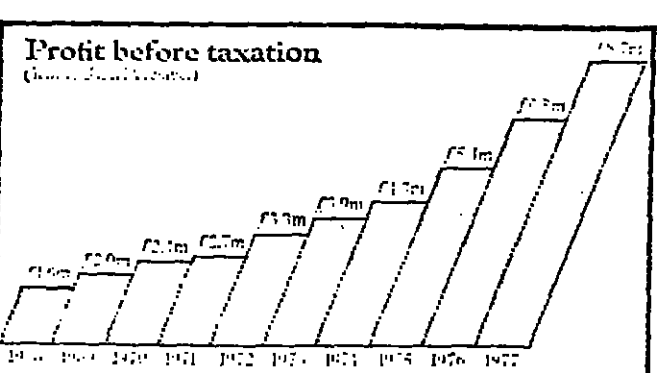
This division is soundly based with a huge spread of markets around the world and great opportunities as we have barely scratched the surface of some markets.

BANK NOTE AND SECURITY PAPER

1977 Divisional Sales —£22.8m
1977 Divisional Profits —£5.2m

This division continues to be the leading Bank Note paper manufacturer in the world and we continue to expand the demand for security in other valuable documents.

The profits from the papermaking division have tended to move in a cyclical pattern and we have seen a plateau in papermaking profits every 5-7 years. Water treatment and engineering division profits, on the other hand, display a steadier pattern of growth. This has happened to some extent in 1977 and we expect it to continue in 1978.



Summary of Results		
	1977	1976
Group turnover	77,369	64,363
Profit before taxation		
Bank Note and Security Paper	5,179	4,799
Water Treatment and Engineering	3,298	2,162
Property	576	522
Less central costs and interest	9,053	7,483
	377	685
Basic Earnings per share	8.676	6.798
Ordinary dividend	24.21p	21.85p
	7.87p	7.00p

Outlook

"The co-operation of the people who work in Portals has been of a high order. We have been developing our management skills. We have liquid resources that we will use to strengthen our business. Our gearing is minimal. Thus Portals is in good conviction to cope with the difficult trading conditions that now pertain in the markets of the world." — John V. Sheffield, Chairman



Portals Holdings Limited

Copies of the 1977 Report and Accounts are available from: The Secretary, Laverslade Mill, Whitechurch, Hants RG28 7NR.

NOTICE OF REDEMPTION TO THE HOLDERS OF

Ente Nazionale per l'Energia Elettrica (ENEL)

(Italian National Electric Energy Agency)

Guaranteed Floating Rate Loan Notes 1980

NOTICE IS HEREBY GIVEN, that pursuant to the Fiscal Agency Agreement dated May 27, 1970, there has been elected for redemption on May 31, 1978, through operation of the Sinking Fund, \$10,000,000 principal

amount of Ente Nazionale per l'Energia Elettrica (ENEL) Guaranteed Floating Rate Loan Notes 1980. The following are the serial numbers of the Loan Notes which will be redeemed, in whole or in part:

Loan Notes in the principal amount of \$1,000 bearing the prefix M to be redeemed in whole.

5818	7280	10505	12670	14805	17420	19617	22051	23919	25381	26834	28151	29499	31025	32409	33218	34613	35268	36388	36987	41882	42908	44840	46083	47079	48724	49877	50814	51857	51920	52826	54908	55399	55944	56810	60345	61732	62510	63444	64149	65076	65977
5819	7281	10506	12671	14806	17421	19618	22052	23920	25382	26835	28152	29500	31026	32410	33219	34614	35269	36389	36988	41883	42909	44841	46084	47080	49878	50815	51858	51921	52827	54909	55400	55945	56811	60346	61733	62511	63445	64150	65077	65978	
5820	7282	10507	12672	14807	17422	19619	22053	23921	25383	26836	28153	29501	31027	32411	33220	34615	35270	36390	36989	41884	42910	44842	46085	47081	49879	50816	51859	51922	52828	54910	55401	55946	56812	60347	61734	62512	63446	64151	65078	65979	
5821	7283	10508	12673	14808	17423	19620	22054	23922	25384	26837	28154	29502	31028	32412	33221	34616	35271	36391	36990	41885	42911	44843	46086	47082	49880	50817	51860	51923	52829	54911	55402	55947	56813	60348	61735	62513	63447	64152	65079	65980	
5822	7284	10509	12674	14809	17424	19621	22055	23923	25385	26838	28155	29503	31029	32413	33222	34617	35272	36392	36991	41886	42912	44844	46087	47083	49881	50818	51861	51924	52830	54912	55403	55948	56814	60349	61736	62514	63448	64153	65080	65981	
5823	7285	10510	12675	14810	17425	19622	22056	23924	25386	26839	28156	29504	31030	32414	33223	34618	35273	36393	36992	41887	42913	44845	46088	47084	49882	50819	51862	51925	52831	54913	55404	55949	56815	60350	61737	62515	63449	64154	65081	65982	
5824	7286	10511	12676	14811	17426	19623	22057	23925	25387	26840	28157	29505	31031	32415	33224	34619	35274	36394	36993	41888	42914	44846	46089	47085	49883	50820	51863	51926	52832	54914	55405	55950	56816	60351	61738	62516	63450	64155	65082	65983	
5825	7287	10512	12677	14812	17427	19624	22058	23926	25388	26841	28158	29506	31032	32416	33225	34620	35275	36395	36994	41889	42915	44847	46090	47086	49884	50821	51864	51927	52833	54915	55406	55951	56817	60352	61739	62517	63451	64156	65083	65984	
5826	7288	10513	12678	14813	17428	19625	22059	23927	25389	26842	28159	29507	31033	32417	33226	34621	35276	36396	36995	41890	42916	44848	46091	47087	49885	50822	51865	51928	52834	54916	55407	55952	56818	60353	61740	62518	63452	64157	65084	65985	
5827	7289	10514	12679	14814	17429	19626	22060	23928	25390	26843	28160	29508	31034	32418	33227	34622	35277	36397	36996	41891	42917	44849	46092	47088	49886	50823	51866	51929	52835	54917	55408	55953	56819	60354	61741	62519	63453	64158	65085	65986	
5828	7290	10515	12680	14815	17430	19627	22061	23929	25391	26844	28161	29509	31035	32419	33228	34623	35278	36398	36997	41892	42918	44850	46093	47089	49887	50824	51867	51930	52836	54918	55409	55954	56820	60355	61742	62520	63454	64159	65086	65987	
5829	7291	10516	12681	14816	17431	19628	22062	23930	25392	26845	28162	29510	31036	32420	33229	34624	35279	36399	36998	41893	42919	44851	46094	47090	49888	50825	51868	51931	52837	54919	55410	55955	56821	60356	61743	62521	63455	64160	65087	65988	
5830	7292	10517	12682	14817	17432	19629	22063	23931	25393	26846	28163	29511	31037	32421	33230	34625	35280	36400	36999	41894	42920	44852	46095	47091	49889	50826	51869	51932	52838	54920	55411	55956	56822	60357	61744	62522	63456	64161	65088	65989	
5831	7293	10518	12683	14818	17433	19630	22064	23932	25394	26847	28164	29512	31038	32422	33231	34626	35281	36401	37000	41895	42921	44853	46096	47092	49890	50827	51870	51933	52839	54921	55412	55957	56823	60358	61745	62523	63457	64162	65089	65990	
5832	7294	10519	12684	14819	17434	19631	22065	23933	25395	26848	28165	29513	31039	32423	33232	34627	35282	36402	37001	41896	42922	44854	46097	47093	49891	50828	51871	51934	52840	54922	55413	55958	56824	60359	61746	62524	63458	64163	65090	65991	
5833	7295	10520	12685	14820	17435	19632	22066	23934	25396	26849	28166	29514	31040	32424	33233	34628	35283	36403	37002	41897	42923	44855	46098	47094	49892	50829	51872	51935	52841	54923	55414	55959	56825	60360	61747	62525	63459	64164	65091	65992	
5834	7296	10521	12686	14821	17436	19633	22067	23935	25397	26850	28167	29515	31041	32425	33234	34629	35284	36404	37003	41898	42924	44856	46099	47095	49893	50830	51873	51936	52842	54924	55415	55960	56826	60361	61748	62526	63460	64165	65092	65993	
5835	7297	10522	12687	14822	17437	19634	22068	23936	25398	26851	28168	29516	31042	32426	33235	34630	35285	36405	37004	41899	42925	44857	46100	47096	49894	50831	51874	51937	52843	54925	55416	55961	56827	60362	61749	62527	63461	64166	65093	65994	
5836	7298	10523	12688	14823	17438	19635	22069	23937	25399	26852	28169	29517	31043	32427	33236	34631	35286	36406	37005	41900	42926	44858	46101	47097	49895	50832	51875	51938	52844	54926	55417	55962	56828	60363	61750	62528	63462	64167	65094	65995	
5837	7299	10524	12689	14824	17439	19636	22070	23938	25400	26853	28170	29518	31044	32428	33237	34632	35287	36407	37006	41901	42927	44859	46102	47098	49896	50833	51876	51939	52845	54927	55418	55963	56829	60364	61751	62529	63463	64168	65095	65996	
5838	7300	10525	12690	14825	17440	19637	22071	23939	25401	26854	28171	29519	31045	32429	33238	34633	35288	36408	37007	41902	42928	44860	46103	47099	49897	50834	51877	51940	52846	54928	55419	55964	56830	60365	61752	62530	63464	64169	65096	65997	
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5840	7302	10527	12692	14827	17442	19639	22073	23941	25403	26856	28173	29521	31047	32431	33240	34635	35290	36410	37009	41904	42930	44862	46105	47101	49899	50836	51879	51942	52848	54930	55421	55966	56832	60367	61754	62532	63466	64171	65098	65999	
5841	7303	10528	12693	14828	17443	19640	22074	23942	25404	26857	28174	29522	31048	32432	33241	34636	35291	36411	37010	41905	42931	44863	46106	47102	49900	50837	51880	51943	52849	54931	55422	55967	56833	60368	61755	62533	63467				

bright and Wilson, Hyde Park Hotel, Disasters Ln. 34pc
V.C., 12, Hurst (Charles) Motors Ob. 34pc
ty and Commercial Invest. Trust, 117, Tilling (Thomas) Ln. 44pc
Whitbread Ln. 34pc

INTERNATIONAL FINANCIAL AND COMPANY NEWS

NORTH AMERICAN NEWS

Philip Morris in \$440m bid fight for Seven-Up

BY STEWART FLEMING

PHILIP MORRIS, the leading U.S. cigarette and beer producer and one of the most successful growth companies of the decade, has launched a bid to become a major force in the soft drinks industry with a \$440m takeover offer for Seven-Up.

The bid seems destined to run into fierce opposition from members of the founding families of Seven-Up who together control over 45 per cent of the stock. Seven-Up said today that the families do not intend to accept the \$41 a share tender.

It disclosed that the unwelcome bid followed an attempt to open discussions aimed at securing a friendly merger agreement.

Seven-Up is the third largest U.S. soft drinks producer, with annual sales revenues of \$261m. In 1977, net income of \$25.5m. Earnings per share last year were \$2.38, putting the shares on an exit historic earnings multiple of 17 times at the proposed offer price. Before the announcement of the Philip Morris move, Seven-Up shares were trading at \$31.

Seven-Up is much smaller than the industry giants Coca-Cola which has annual sales revenues of \$3.5bn. and PepsiCo, which also has sales revenues last year of \$3.5bn. \$1.3bn. of which also had sales revenues in the beverage division.

Through its marketing first of Marlboro cigarettes and in the past five years Miller beer, Philip Morris has built up an enviable record in the U.S. as a successful and aggressive competitor in the consumer industry. Last year its sales revenues topped \$2.2bn. and net income increased to \$335m. Earnings per share were \$5.60. A decade ago Philip Morris earned a net profit of \$49m.

Its major successes have been the development of Marlboro into the world's best-selling cigarette brand and the diversification into the brewing industry. In 1970 it bought Miller Brewing at that time the eighth biggest U.S. brewer and a company which was well down the league in size and performance.

Under Philip Morris's control, Miller has been transformed, partly through the successful introduction and promotion of low calorie beer to an increasingly health-conscious U.S. public. This year Miller has replaced the

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NEW YORK, May 1.

Joseph Schlitz brewing company as the second largest national brewer behind the industry leader Anheuser-Busch.

Industry analysts have been expecting to see a wave of rationalisation in the brewing industry with companies like General Foods and Coca-Cola rumoured to be examining the industry. Last year Coca-Cola bought the Taylor Wine company.

Philip Morris's tilt at the soft drink business through the acquisition of a company which has been emphasising the health advantages of its main products (Seven-Up is a clear carbonated drink similar to what is known in the United Kingdom as lemonade) could lead to the development of a powerful new competitor in the industry dominated by Coke and Pepsi.

But first judging from Seven-Up's initial reaction Philip Morris will have to succeed in its battle for control.

On recent Wall Street evidence, at least one possibility is that a search will be mounted for a more palatable Seven-Up's shareholders can be persuaded to change their mind on the Philip Morris offer.

NEW YORK, May 1.

But Mr. Berner has assailed Kennecott for paying over for Carborundum, which is debatable, and is offering shareholders the lure of profit by promising that his directors will sell off Carborundum. He underlines his case a little by indicating that he expects to be able to secure close to Kennecott's purchase price for Carborundum and promises that he will pay the residue of the copper company's proceeds from the sale of Peabody to pay out \$40 a share to each shareholder at a total cost of more than \$600m.

As a result, Curtiss-Wright would receive \$80m. in return for its \$77m. expenditure on Kennecott stock, while retaining its 8.8 per cent stake.

The outcome of to-morrow's vote may not be known for some days because shareholders are allowed to change their votes right up to the time of ballot. This means that the proxies which both sides are currently holding may be invalidated right up to the last moment.

Chrysler engine
Chrysler plans to spend \$300m. to produce a new small-car engine for use in a number of its vehicles in the early 1980s. The programme includes a major redesign and retooling of an existing Chrysler engine manufacturing plant in Trenton, Michigan. AP-DJ reports from Detroit.

Shenandoah merger
Union Pacific and Shenandoah Oil say their Boards have agreed in principle to the acquisition by Union Pacific of a wholly-owned subsidiary of Union Pacific, of all assets and business of Shenandoah by Champlin for \$40 for each outstanding share of Shenandoah common stock. AP-DJ reports from New York.

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HOUSTON, May 1.

TENNECO the oil, chemicals and packaging concern expects another record year in both sales and earnings, with quarter-to-quarter comparisons more favourable as the year progresses, chairman and chief executive Mr. Wilton E. Scott told the annual meeting.

First quarter earnings rose to \$110.14m. from \$105.17m. for the same period last year. The per share figure comes out at \$1.10 for both quarters as average shares in issue rose to 95m. from 91.4m. Revenue rose 11 per cent in the latest period to \$2.04bn.

U.S. Steel optimism
U.S. Steel Corporation chairman Mr. Edgar S. Snider told the annual meeting that current strong market demand will lead to a profitable second quarter and continued improvement in the U.S. half of the year. Agency reports from Minneapolis.

With regard to the current year's business, Snider said 1978 had started well, although it was difficult to compare the situation with last year owing to the inflation of turnover in early 1977 due to the jumps in the coffee price. He expressed concern in respect of coffee this year, saying 1978 would be a difficult year in this sector, and said the further development of the Swiss franc exchange rate would also be a decisive factor.

Prices up at VW and Audi
By Jonathan Carr

DOMESTIC prices for Volkswagen and Audi vehicles will be raised by an average 3.5 per cent from to-morrow, Volkswagen gives the year since the start of the year as the reason.

The price rise comes little more than one week after a 5.9 per cent wage increase settlement for the company's West German labour force. The rise is higher than in the metalworking industry as a whole fairly reflecting, in the trade union view, the particularly buoyant performance of the company.

Last year's group net profits totalled DM419m. and the company entered 1978 with a bulging order book. Latest figures show that domestic registrations of Volkswagen and Audi models in the first three months of this year totalled 218,643 of which the Golf (normal and diesel models together) alone accounted for more than one-third.

With the new price increases, a normal Golf in West Germany will cost DM9,965 instead of DM9,626. An Audi-80 will cost DM12,195 instead of DM11,684. Simultaneously prices for certain luxury additions such as air conditioning, of KR2,300, will be reduced by between 7 and 23 per cent.

Of the SHK105.5m. turnover, interest income accounted for \$339.85m. (up from \$287.85m.) while brokerage and commission — the company is the Colony's largest stockbroker — fell from \$284.26m. to \$281.08m.

It has been diversifying its range of financial services, so that it is virtually a banking operation — when Hong Kong's banking regulations were changed earlier this year there was speculation that the company would apply for a licence.

Smith pulls out of CAIL bid
By James Forth

HOWARD SMITH has called off its long-standing S&B joint takeover bid with Conzinc Rio de la Plata (CRA) for New South Wales coal producer, Coal and Allied Industries Ltd. (CAIL).

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Where a significant reduction in Australian participation was proposed, the guidelines provided that evidence must be produced to outline the offsetting advantages to the State.

A joint cash takeover by CRA-Smith would have meant a local equity in CAIL of more than 46 per cent. Moreover, CRA had foreshadowed a share-only offer, which would have lifted the local equity in CAIL.

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SWISS COMPANIES

Nestle plans U.S. sales growth

BY JOHN WICKS

A SHARE of 30 per cent of Nestlé's group turnover may eventually be accounted for by North American business. It would be difficult to attain this, Nestlé SA managing director Dr. Arthur Furrer told a Press conference of the parent company, but the undertaking saw it as a long-term target.

In 1977, North American sales totalled about \$2bn., equal to 22.2 per cent of overall group turnover at Sw.Fra20,090m. Activities in the United States, where Nestlé operates under its own name and owns companies including the Libby concern and the Stouffer food and catering company, have now been expanded by the takeover of the Fort Worth pharmaceuticals business Alcon Laboratories at the start of this year.

General international investment policy is aimed at expansion under utilisation of existing capacities is at an optimum level. At the same time, the group would diversify itself of non-profitable operations, Furrer said.

With regard to the current year's business, Furrer said 1978 had started well, although it was difficult to compare the situation with last year owing to the inflation of turnover in early 1977 due to the jumps in the coffee price. He expressed concern in respect of coffee this year, saying 1978 would be a difficult year in this sector, and said the further development of the Swiss franc exchange rate would also be a decisive factor.

Prices up at VW and Audi
By Jonathan Carr

DOMESTIC prices for Volkswagen and Audi vehicles will be raised by an average 3.5 per cent from to-morrow, Volkswagen gives the year since the start of the year as the reason.

The price rise comes little more than one week after a 5.9 per cent wage increase settlement for the company's West German labour force. The rise is higher than in the metalworking industry as a whole fairly reflecting, in the trade union view, the particularly buoyant performance of the company.

Last year's group net profits totalled DM419m. and the company entered 1978 with a bulging order book. Latest figures show that domestic registrations of Volkswagen and Audi models in the first three months of this year totalled 218,643 of which the Golf (normal and diesel models together) alone accounted for more than one-third.

With the new price increases, a normal Golf in West Germany will cost DM9,965 instead of DM9,626. An Audi-80 will cost DM12,195 instead of DM11,684. Simultaneously prices for certain luxury additions such as air conditioning, of KR2,300, will be reduced by between 7 and 23 per cent.

Of the SHK105.5m. turnover, interest income accounted for \$339.85m. (up from \$287.85m.) while brokerage and commission — the company is the Colony's largest stockbroker — fell from \$284.26m. to \$281.08m.

It has been diversifying its range of financial services, so that it is virtually a banking operation — when Hong Kong's banking regulations were changed earlier this year there was speculation that the company would apply for a licence.

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INTERNATIONAL FINANCIAL AND COMPANY NEWS

EUROBONDS

BY MARY CAMPBELL

Unknowns in D-Mark situation

LAST WEEK closed with the D-mark sector somewhat recovered from the sharp shake-out earlier in the week, and with the dollar sector responding much less badly than might have been feared to interest-rate trends in the United States.

Through most of the week, interest was focused on the D-mark sector where prices fell a very special borrower, and there is no doubt that the yield level is technically correct in relation to market conditions. What is not clear however is the extent to which people want to invest in D-mark denominated paper at all at present. The experience of the dollar sector over the winter months suggested that, however accurately priced and exceptional in quality, large Eurobond issues cannot attract sufficient demand in the face of the expectation that the currency is on the way down.

There are two major unknowns in the present situation. One is the outcome of the Capital Markets Sub-Committee meeting held late on Friday evening. The volume of new issues scheduled for this month at that meeting should become clear later today. If the prediction made by some it is hitting the market when it is already down.

This is not to say that the terms are out of line with market conditions: on the contrary, so far as can be seen the issue would have offered a 4½ per cent. coupon if announced a few days earlier. The yield of 4.88 per cent. on a 4½ per cent.

the Canadian block-buster. Dealers' reports last week had suggested no more than the usual proportion of professional activity in the D-mark sector. However, some commentators are suggesting that the falls were at least partially due to making room for the Canadian issue and if so one might expect the market to be more receptive to the issue than if the falls were solely a reflection of disenchantment with the D-mark.

The two other tranches of the financing, worth DM900m. in total, are being taken onto Deutsche Bank's own books in their entirety. Both are loans but in the case of the six-year tranche there will be an underlying security of notes.

Both the DM500m. six-year tranche and the DM400m. four-year tranche carry nominal interest rates of 5 per cent. However in the case of the six-year tranche, Canada will receive only 99 per cent. of the face value of the loan to give a yield to Deutsche Bank of 5.2 per cent. while in the case of the four-year tranche it will receive 98½ per cent. of the face value for a yield of 5.35 per cent.

It is extremely unusual for borrowers to pay more for short term money than for longer term money and the falling yield curve suggested by these two private

operations excited considerable comment in the market on Friday. No satisfactory explanation was available.

Dealers said on Friday that the 5.2 per cent. yield on the six-year tranche was slightly lower than that available on German government issues of similar maturity but that this was not surprising because external D-mark yields had in general been lower than domestic yields recently. The possibility that Deutsche Bank is to some extent making in special deposits to fund part of the DM900m. new loans—not a small sum, even for the Deutsche Bank—cannot be ruled out.

Meanwhile the dollar sector remains surprisingly firm in the face of the clear indications that U.S. interest rates are on the way up. Friday was a quiet day on the secondary market, with activity by dealers to cover short positions in advance of the long week-end reportedly lending support to prices. It may be, therefore, that as has happened in the past, the "real" response to interest rate developments late last week will appear only this week.

On the other hand the currency situation is pulling in the opposite direction.

The main development in this sector last week concerned the

British issue on the New York market. This became a hot issue almost overnight when it became clear that the final pricing would take full account of the falls in secondary market prices during the offering period. Yields were set at significantly higher levels than had been indicated to the market only two days before the pricing.

A major feature of the issue is the extent to which it confirms the geographical structure of demand for dollar denominated paper at present. The full analysis of where the demand came from will not be available for a few weeks, but preliminary indications suggest that between two-thirds and three-quarters of the shorter term issue was placed outside the U.S. but only about 10 per cent. of the longer issue.

The shorter term tranche was freed from the syndicate restrictions on Friday. (In the U.S. market, in contrast to European practice, members of the underwriting syndicate are allowed to trade the bonds only within a limited price range until the issue is freed by the managers.) It immediately moved to a premium.

It yesterday morning in line with the improvement in the New York market, following reports of an exceptionally low new issue calendar this month.

CURRENT INTERNATIONAL BOND ISSUES								
Borrowers	Amount m.	Maturity years	Av. life years	Coupon %	Price	Lead manager	Offer yield	
U.S. DOLLARS								
United Kingdom	200	1985	7	8	100	Morgan Stanley	8.68	
United Kingdom	150	1993	15	8	99	Morgan Stanley	9.20	
Credit Com. de France	45	1985	7	8	100	CCF	5.83	
Int. Com. Bk. of China	20	1983	5	7	100	Dillon Read	7.38	
Nordic Investment Bk.	25	1982	1	8	100	CCSW	8.75	
CNT (g'teed France)	75	1993	4	9	99	UBS Deutsche Soc. Gen.	8.0	
Norway	250	1983	5	7	99	Deutsche Bank	8.0	
Prov. of Newfoundland Ireland	50 35	1990 1981	1 2	9 8	100	CCF Dillon Read	8.68 8.68	
Bank Handlowy	30	1983-88		8		BNP		
Dev. Fin. Corp. of N.Z.	20	1983	4.5	8		Citicorp Int.		
Dev. Fin. Corp. of N.Z.	20	1985	1	8		Citicorp Int.		
Nordic Invest. Bank	10	1988	10	8	99	Daiwa Warburg	8.85	
D-MARKS								
Elf Aquitaine	100	1988	2.97	5	98	Deutsche Bank	5.49	
Sankyo Electric	40	1986	8	3	100	Bay. Vereinsbank	3.79	
Den Norske Industribank	125	1990	8.5	6	99	WestLB	6.06	
(g'teed Norway)	100	1984	8	3	100	WestLB	3.79	
Eur. Resettlement Fd.	100	1988	8	6	100	BHF Bank	6.125	
Canada	600	1983	5	4	99	Deutsche Bank	4.86	
GUILDERS								
Oest. Kontrollb. (g'teed Austria)	75	1985	7	6	99	AmRo	6.59	
SWISS FRANCES								
Arberg Tunnel	40	1993	n.a.	4	100	Swiss Bank Corp.	4.0	
Newag	70	1993	n.a.	4	99.8	Schweiz. Volksbank	4.1	
KUWAITI DINARS								
Finnish Export Credit (g'teed Finland)	5	1983	5	7		KIC		
UNITS OF ACCOUNT								
City of Copenhagen	30	1993	1	7	100.25	Kreditbank Lux.	6.97	
* Not yet priced † Final terms ** Placement *** Floating rate note § Minimum \$ Convertible †† Registered with U.S. Securities and Exchange Commission § Purchase Fund Note: Yields are calculated on AISD basis.								

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BONDS INDEX AND YIELD				
	April 27	April 21	High	Low
Medium term	99.74	99.72	99.84	99.15
Long term	99.74	99.72	99.84	99.15

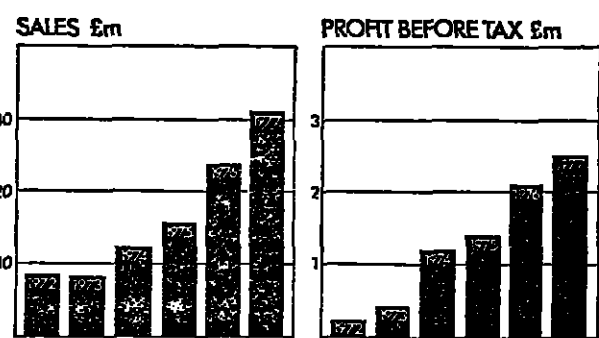
EUROBOND TURNOVER				
	last week	previous week	last week	previous week
U.S. dollar bonds	1,374.7	1,099.9	407.8	326.6
Other bonds	453.3	296.1	312.0	400.1



AURORA-RECORD SALES AND PROFITS

Further progress is reported by Mr Robert Atkinson, Chairman of Aurora Holdings Limited, in his report for the year ended 31st December 1977.

- Record results for fifth consecutive year
- Sales increase 31%
- Profits increase 19%
- Dividend increase 23%
- Three successful acquisitions during the year
- Ordinary Shareholders' funds up by £3.4m to £8.1m
- Gearing down from 0.97 to 0.69
- Order book shows a significant increase and the Group maintains a strong market position in all its main areas.



Copies of the Report and Accounts are available from The Secretary, Aurora Holdings Limited, Aurora House, 61 Manchester Road, Sheffield S10 5DY.

S. Lyles Limited

Carpet Yarn Spinners and Dyers

INTERIM REPORT

The unaudited results for the half-year ended 31st December, 1977, are as follows:

	Half year to 31.12.77	Half year to 31.12.76	Year to 30.6.77
Turnover:			
United Kingdom	3,069,869	3,208,248	6,922,671
Exports	1,406,766	1,557,111	3,276,811
	£4,476,635	£4,765,359	£10,199,482
Profit before Taxation	107,072	358,247	744,196
Taxation	55,677	186,288	377,050
Net Profit	£ 51,395	£ 171,959	£ 367,146
Earnings per Share	1.42p	4.73p	10.11p

After the slow start to our year, already referred to in the Annual Report, trading conditions improved late in the first six months, and this improvement has been maintained.

Exports, although marginally down on last year's value, are currently running at a record level.

The results for the second six months will show a notable improvement over those for the first six months.

An interim dividend of 2p per share (1977: 2p) amounting to £72,638, net of imputation tax, has been declared for the current year and will be payable on 3rd July, 1978, to shareholders on the register at the close of business on 12th June, 1978.

JOHN LYLES, Chairman

S. Lyles Limited, Jilling Mills, Earlsheaton, Dewsbury WF12 8LX

Points from the Statement by the Chairman Mr. J. A. F. Binny.

Improved Prospects in all areas

This has been a difficult period for the company but we are beginning to see an improvement in prospects. Government measures last year put back £800 millions of public spending into the construction industry, and we believe 1978 will see an increase in cement demand for the first time in four years.

Results for the year

	1977	1976
Turnover	£370.8	£360.0
Profit before Taxation	£47.9	£45.4
Profit after Taxation	£24.7	£24.8
Dividends paid and proposed	£7.6	£6.8
Earnings per £1 Ordinary Stock Unit	27.0p	25.3p

Investment Plans

We have recently replaced a large part of our lorry fleet and are considering replacing some of our older UK plant. We plan to spend £35 million on capital projects in 1978.

Export Growth

This year we have nearly doubled shipments of cement and clinker and we are confident of shipping more in 1978. We are also looking for an increase in export prices. Anticipated further growth overseas will mean a larger proportion of our total earnings is likely to come from our investments and consultancy activities overseas.

Expansion Plans

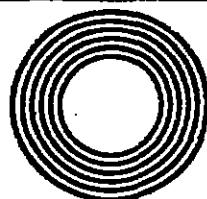
Many companies in which we have an interest are currently expanding their capacity but while governments operate systems of price control it is difficult to achieve a satisfactory return on investment. Nevertheless, our consultancy operation is very successful in opening doors to valuable markets and opportunities overseas.

The Outlook is Good

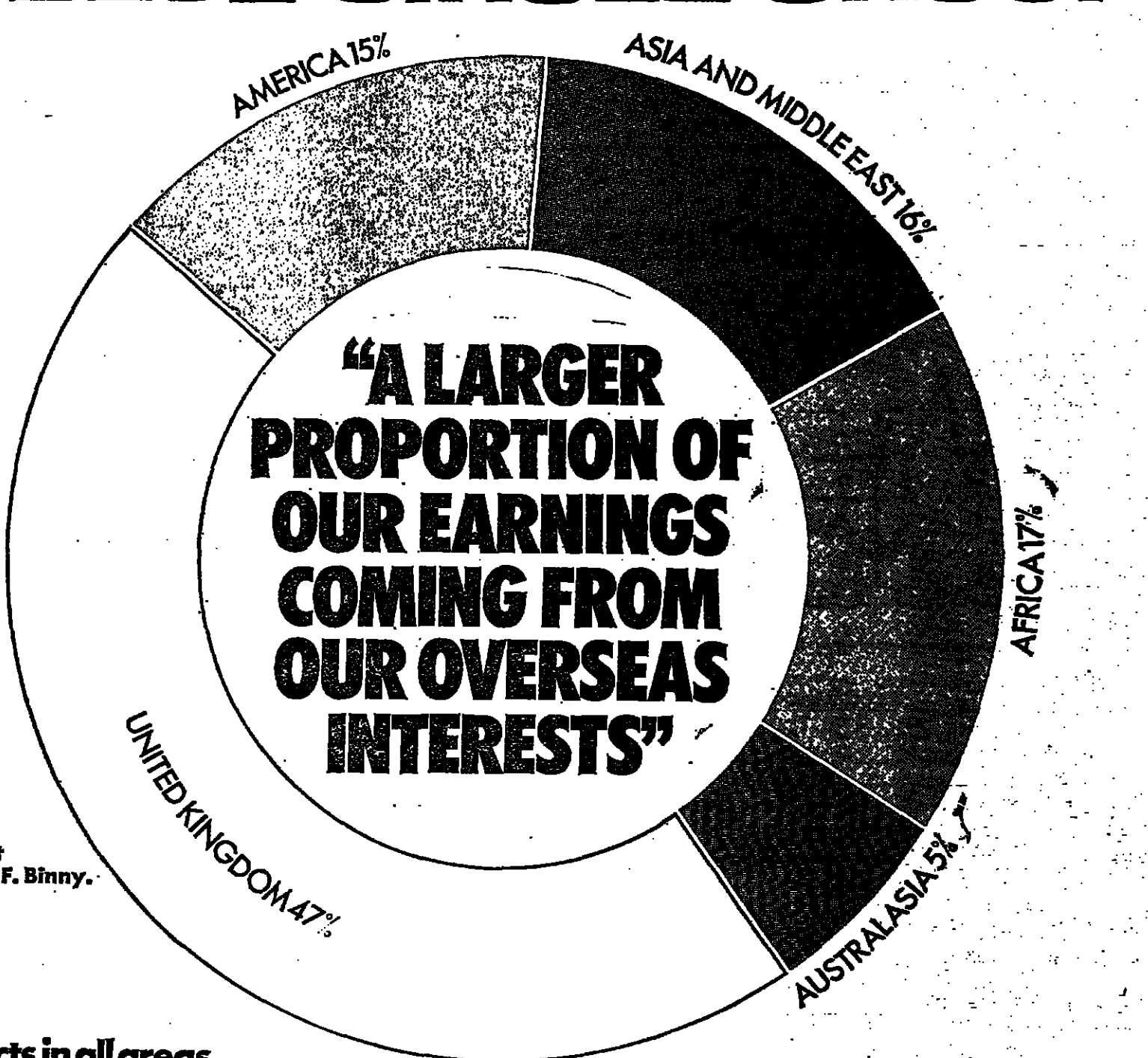
The future of the company is, I believe, brighter than for some years, provided we are allowed to earn a reasonable return on our investment. The investigation into the company by the Price Commission will find us, I believe, as efficient as any company in Britain, and we trust we will not be prevented from maintaining our prices at the level necessary to ensure our continued prosperity and growth.

Employees' support warmly appreciated

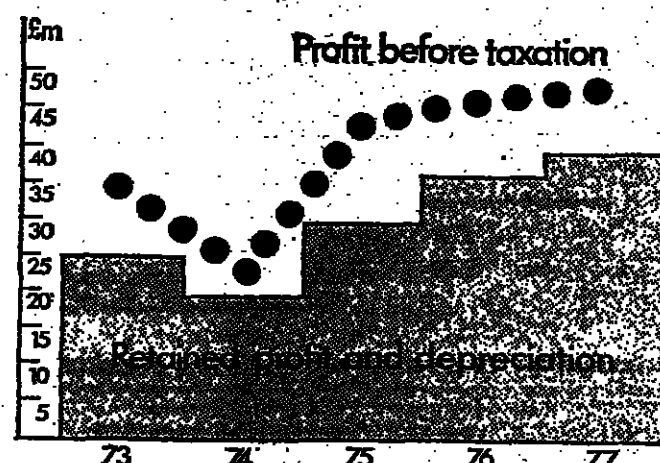
Finally, I should like to refer to the Group reorganisation which took effect at the beginning of 1977. It is gratifying to report after a full year with the new structure that we are beginning to gain the benefits of decentralised operation, lower-level decision making, and increased motivation. Much of this early success is due to the co-operation of our people at all levels and I should like to thank everyone for their loyalty and for the very considerable efforts made during the year to ensure that the company remains at the fore-front of British industry.



BLUE CIRCLE GROUP



"A LARGER PROPORTION OF OUR EARNINGS COMING FROM OUR OVERSEAS INTERESTS"



I should also like to thank particularly all those people who work for the company in Northern Ireland. Events there during last year have added to the considerable difficulties which they generally experience in conducting business in the Province, and I wish to emphasise how much the Directors appreciate the loyalty and support of employees.

To The Company Secretary, The Associated Portland Cement Manufacturers Ltd, Portland House, Stag Place, London SW1E 5BJ

Please send me a copy of your Report and Accounts with the complete text of the Chairman's Statement.

Name _____

Address _____



The Associated Portland Cement Manufacturers Limited

Portland House, Stag Place, London SW1E 5BJ

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0.01/0.20	8000
0.01/0.25	6000
0.01/0.30	4000
0.01/0.35	3000
0.01/0.40	2000
0.01/0.45	1500
0.01/0.50	1000
0.01/0.55	800
0.01/0.60	600
0.01/0.65	400
0.01/0.70	300
0.01/0.75	200
0.01/0.80	150
0.01/0.85	100
0.01/0.90	80
0.01/0.95	60
0.01/1.00	40

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New, Portable with design rights and patents, some initial stock. Ideal for direct mail. Large potential. Offers invited. Write Box G.1848, Financial Times, 10, Cannon Street, EC4P 4BY.

FINANCIAL CONSULTANT

Specialists in unusual or difficult financial requirements or investment problems. KENILGLEN LIMITED 2 Berkeley Square, London, W.1. Tel: 01-499 5122

PLANT AND MACHINERY GENERATORS

1 to 1000 KVA new sets from manufacturer complete ready for push-button control. Full control panel and safety features. Silencers. Batteries continuous rate at 0.5p.c. 50Hz (standby rating 10 per cent, greater KVA value).

100KVA 80KW CUMMINS NT495G £5807
150KVA 120KW CUMMINS NT495G £11500
200KVA 160KW CUMMINS NT495G £13442
250KVA 200KW CUMMINS NT495G £15384
300KVA 240KW CUMMINS NT495G £17326
350KVA 280KW CUMMINS NT495G £19268
400KVA 320KW CUMMINS NT495G £21210
450KVA 360KW CUMMINS NT495G £23152
500KVA 400KW CUMMINS NT495G £25094
550KVA 440KW CUMMINS NT495G £27036
600KVA 480KW CUMMINS NT495G £28978
650KVA 520KW CUMMINS NT495G £30920
700KVA 560KW CUMMINS NT495G £32862
750KVA 600KW CUMMINS NT495G £34804
800KVA 640KW CUMMINS NT495G £36746
850KVA 680KW CUMMINS NT495G £38688
900KVA 720KW CUMMINS NT495G £40630
950KVA 760KW CUMMINS NT495G £42572
1000KVA 800KW CUMMINS NT495G £44514

“LITTLE TIGER” Portable Welder

180 amp with Lister diesel engine £825.00
180 amp with Briggs & Stratton petrol engine £865.00

Also: 300 amp with Lister diesel engine £1634.00
Agents in U.K. and abroad required. OXFORD DIESELS LIMITED Dry Sandford, Abingdon, Oxon. Tel: Oxford 730014 Telex: 837805

GENERATING SETS DORMAN 600 KVA

Brand new self contained units. Complete and ready to use at £28,850.00. Each delivery ex stock. If required could be mounted on trailers or on piers. Also available ex stock. OXFORD DIESELS LTD. Dry Sandford, Abingdon, Oxon. Tel: Oxford 730014 Telex: 837805

GENERATORS

Over 400 sets in stock 1KVA-700KVA Buy wisely from the manufacturer with after sales service. CLARKE GROUP 01-985 7381/0019 Telex 897784

WANTED

1. Fish Farm (Trout or carp)
2. Watercress Farm. Write Box G.1858, Financial Times, 10, Cannon Street, EC4P 4BY.

REQUIRED

Shelf Company with Capital Losses of up to £50,000 in Property. Write Box G.1847, Financial Times, 10, Cannon Street, EC4P 4BY.

BUSINESSES FOR SALE

BEDFORDSHIRE

Bedford about 10 miles, London about 46 miles

A RENOWNED HEALTH AND BEAUTY FARM

33 clients' bedrooms, indoor heated swimming pool and exercise room, 12 treatment rooms, wax room, 2 saunas, plunge pool, hydro, Boutique and hairdressing salon. Billiard room, dining room, cocktail bar, library, bridge room, consulting room, television room. Private flat. Staff rooms.

FOR SALE AS A GOING CONCERN (2562/RG)

Knight Frank & Rutley 20 Hanover Square London W1R 0AH Telephone 01-629 8171 Telex 265384

ENGINEERING COMPANY

Engaged in the manufacture, sale and maintenance of heavy engineering plant for home and overseas markets. Excellent range of plant and equipment. Skilled workforce and experienced management team. Turnover approx £150,000 p.a. currently but with good order book and great potential. Details from Box G.1801, Financial Times, 10, Cannon Street, EC4P 4BY.

Old Established Electrical Engineering Business

Engaged in the installation, maintenance, repair and rewinding of AC and DC motors. Skilled labour force and experienced management. Well-equipped premises—London. Turnover £65,000 p.a. approx. with good potential.

FOR SALE Further details write Box G.1851, Financial Times, 10, Cannon Street, EC4P 4BY.

MECHANICAL ENGINEERING COMPANY

Engaged in the manufacture, sale and repair of pumps and general mechanical engineering. Skilled labour force and existing management. Fully equipped works—London. Turnover £75,000 p.a. approx. with potential.

Details from Box G.1852, Financial Times, 10, Cannon Street, EC4P 4BY.

GARAGE BUSINESS FOR SALE

Situated in prime North London suburb with real potential for development of existing workshop turnover in this high class area. Quality used car sales potential barely tapped. Retail dealership of leading manufacturer. Two-pump forecourt. Service flats.

Leasehold interest, fixtures, fittings, stock and goodwill for sale to suitable principal. Quick decision essential. Write Box G.1836, Financial Times, 10, Cannon Street, EC4P 4BY.

Small French Electrical Company

which has ceased trading for sale. Assets: favourable lease of office and small workshop in Paris—ideal for starting an effective export operation. Write Box G.1846, Financial Times, 10, Cannon Street, EC4P 4BY.

FOR SALE CHESTER/NORTH WALES

Two limited companies with combined turnover in excess of £1 million specialising in scrap metal, skip hire and waste paper reclamation. Approximately two-acre site. (20-year lease.) Assorted plant and vehicles. Stock at valuation. Write Box G.1848, Financial Times, 10, Cannon Street, EC4P 4BY.

WELL-KNOWN DELICATESSEN FOR SALE

Leasehold premises on two floors with a current turnover of £300,000 per annum. Please telephone 01-582 7052 for further information.

FOR SALE PUBLISHING COMPANY

Due to approaching retirement with no successors, the directors of old-established, profitable company seek offers. Specialised annual publication, almost total revenue in foreign currencies. Write Box G.1849, Financial Times, 10, Cannon Street, EC4P 4BY.

PLANT HIRE BUSINESS FOR SALE

Small South Coast Depot and hire fleet with low cost leasehold premises incl. servicing facilities for hydraulic plant. Write Box G.1834, Financial Times, 10, Cannon Street, EC4P 4BY.

ENGINEERS

Enquiries are invited to purchase a well established precision engineering and toolmaking company in the North West. Assets include Freehold Land of nearly 2 acres with industrial planning permission. Write Box G.1852, Financial Times, 10, Cannon Street, EC4P 4BY.

LEGAL NOTICES

No. 00284 of 1978 In the HIGH COURT OF JUSTICE Chancery Division Companies Court, In the Matter of ELMCROFTER (LONDON) LIMITED and in the Matter of The Companies Act, 1948, HEREBY GIVEN that a Petition for the winding up of the above-named Company by the High Court of Justice was presented to the said Court by RENATO GELIN whose registered office is at 36, rue de Valenciennes, 75019 Paris, France, on the 28th day of April 1978, and that the said Petition is directed to be heard before the Court sitting at the Royal Courts of Justice, Strand, London, W.C.2A, on the 13th day of May 1978, and any creditor or contributory of the said Company desirous to support or oppose the making of an Order on the said Petition may appear at the time of hearing in person or by his Counsel for that purpose and a copy of the Petition will be furnished by the undersigned to any creditor or contributory of the said Company requiring such copy on payment of the regulated charge for the same.

SILVERMAN 5 Stratford Place, London W1N 8DZ. Solicitors for the Petitioner.

NOTE—Any person who intends to appear on the hearing of the said Petition must serve on, or send by post to, the undersigned in writing, a notice of his intention to do so. The notice must state the name and address of the person, or if a firm, the name and address of the firm and must be signed by the person or firm, or his or their solicitor (if any) and must be served, or, if posted, must be sent by post, on or before the 11th day of May 1978, at the latest.

THE GREAT BRITISH TRADING AGENCY, S. G. WARBURG & CO. LTD., 2nd May, 1978.

COMPANY NOTICES

THE SWEDISH LAMCO SYNDICATE TRAFIK AB GRABBERG-ORGLUND 5 1/2 Per Cent, Sterling/Denmark Mark Holders of the Bonds constituting the above loan are reminded that the early redemption of the above-named bonds will be effected on 1st June, 1978. In sterling unless the option to receive Danish Marks is exercised on or before 11th May, 1978.

In order to purchase such option bonds must be despatched (together with all interest coupons) with the Bonds to the Paying Agents on or before 11th May, 1978. Holders with written instructions that the payment of principal and premium be made in Danish Marks, should send the Bonds to the Paying Agents on or before 11th May, 1978. Holders are advised that it would be impractical to post bonds to receive Danish Marks after the above date.

S. G. WARBURG & CO. LTD., 2nd May, 1978.

PERSONAL

RELAX & RE-CHARGE!

ENGLISH RIVER—END OF MS Quiet Residential Area. Superior 4/5000, c/h, self-catering. AA Listed. Accom. Flats: £30-£50 (now) to £65-£105 p.w. in Peak & VAT. OAK PARK HOUSE, DAWLISH, DEVON. Write for brochure or phone now. Ref. Props. 0626-863113.

CLUBS

Bye, 188, Regent, Stret. 734 0537. A 1st floor Show 10.45, 12.45 and 1.45 and music of Johnny Hawksworth & Friends. GARGOYLE, 89, Dean Street, London, W.1. THE GREAT BRITISH TRADING AGENCY, S. G. WARBURG & CO. LTD., 2nd May, 1978.

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REQUIRED

Shelf Company with Capital Losses of up to £50,000 in Property. Write Box G.1847, Financial Times, 10, Cannon Street, EC4P 4BY.

PLANT HIRE COMPANY

A Contractor's Plant Hire Company is seeking to expand its activities by the acquisition, in whole or part, of a similar business, preferably in the South of England. Merger proposals would also be considered. Could be of particular interest to private owners of such companies.

Replies are invited in the strictest confidence, to: JOSOLYNE, LAYTON-BENNETT & CO. Reference PJM/77 Metropolis House, 39/45 Tottenham Court Road London W1P 0JL

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THE GREAT BRITISH TRADING AGENCY, S. G. WARBURG & CO. LTD., 2nd May, 1978.

lp **INSURANCE, PROPERTY,**
7 York Ave. **BONDS**
of Astoria

AUTHORISED UNIT TRUSTS

OFFSHORE AND OVERSEAS FUNDS

[illegible][illegible]

Arbuthnot Securities (C.I.) Limited
P.O. Box 284, St. Helier, Jersey. 053472177
Cap. £100,000. £100,000 paid up. £250,000
NVA dealing date May 15.
East April 17/75. (C.I.) May 11/75. 3.18

Australian Selection Fund NV
Market Opportunities, c/o First Young &
Co., 100, Kent Street, Sydney, N.S.W. 2000
US\$1 Shares @ 100 = \$18.52

Bank of America International
35 Boulevard Royal, Luxembourg C.D.
NVA dealing date May 15. 053472177
Prices at April 27. Next sub. day May 3.

Bank of London & S. America Ltd.
40-68, Queen Victoria St., EC4. 01-800 2313
Alexander Fund. 053472177
NVA dealing date May 15.

Banque Bruxelles Lambert
2, Rue de la Reine B 1800 Brussels
Renta Fund Ltd. 053472177
NVA dealing date May 15.

Banque Paribas (C.I.) Ltd.
1, Charles Cross, St. Helier, Jersey. 053472177
NVA dealing date May 15.

Barclays Bank Ltd. (C.I.)
Subject to fee and withholding taxes.

Barclays Unicorn Int'l. (C.I.)
1, Thomas St., Douglas, I.O.M. 053472177
NVA dealing date May 15.

Bishopsgate Commercial Ser. Ltd.
P.O. Box 42, Douglas, I.O.M. 053472177
NVA dealing date May 15.

Bridge Management Ltd.
P.O. Box 508, Grand Cornet, Curacao, N.A.
NVA dealing date May 15.

Britannia Trust Mgmt. (C.I.) Ltd.
30 Bath St., St. Helier, Jersey. 053472177
NVA dealing date May 15.

Butterfield Management Co. Ltd.
P.O. Box 186, Hamilton, Bermuda. 053472177
NVA dealing date May 15.

Capital Fund Ltd.
P.O. Box 186, Hamilton, Bermuda. 053472177
NVA dealing date May 15.

Charterhouse Japhet
1, Parkmore Row, E.C.4. 053472177
NVA dealing date May 15.

Clive Investments (Jersey) Ltd.
P.O. Box 520, St. Helier, Jersey. 053472177
NVA dealing date May 15.

Cornhill Int'l. (Germany) Ltd.
P.O. Box 186, Hamilton, Bermuda. 053472177
NVA dealing date May 15.

Deutscher Investment-Trust
Postfach 2085 Hiebergasse 6-10 8000 Frankfurt.
NVA dealing date May 15.

Dreyfus International Inv. Fd.
P.O. Box 186, Hamilton, Bermuda. 053472177
NVA dealing date May 15.

E.D.I.C. Ltd.
P.O. Box 186, Hamilton, Bermuda. 053472177
NVA dealing date May 15.

E. & C. Mgmt. Ltd. Inv. Advisers
P.O. Box 186, Hamilton, Bermuda. 053472177
NVA dealing date May 15.

First Viking Commercial Trusts
P.O. Box 186, Hamilton, Bermuda. 053472177
NVA dealing date May 15.

Fleming Japan Fund S.A.
P.O. Box 186, Hamilton, Bermuda. 053472177
NVA dealing date May 15.

Free World Fund Ltd.
P.O. Box 186, Hamilton, Bermuda. 053472177
NVA dealing date May 15.

G.T. Management (Jersey) Ltd.
P.O. Box 186, Hamilton, Bermuda. 053472177
NVA dealing date May 15.

G.T. Mgmt. (Asia) Ltd.
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G.T. Mgmt. (Germany) Ltd.
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G.T. Mgmt. (Japan) Ltd.
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G.T. Mgmt. (South America) Ltd.
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G.T. Mgmt. (Europe) Ltd.
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G.T. Mgmt. (Mexico) Ltd.
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G.T. Mgmt. (Central America) Ltd.
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G.T. Mgmt. (Caribbean) Ltd.
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G.T. Mgmt. (South Pacific) Ltd.
P.O. Box 186, Hamilton, Bermuda. 053472177
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G.T. Mgmt. (East Asia) Ltd.
P.O. Box 186, Hamilton, Bermuda. 053472177
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G.T. Mgmt. (Southeast Asia) Ltd.
P.O. Box 186, Hamilton, Bermuda. 053472177
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G.T. Mgmt. (South East Asia) Ltd.
P.O. Box 186, Hamilton, Bermuda. 05347

FINANCIAL TIMES STOCK INDICES

	Apr. 26	Apr. 27	Apr. 28	Apr. 29	Apr. 30	Apr. 31	Apr. 30
Investment Securities	71.88	71.22	71.94	71.47	71.68	71.97	69.69
Interest	74.57	74.35	74.47	74.79	75.06	74.98	72.89
Industrial Ordinary	958.7	967.9	957.8	960.7	960.4	950.5	933.7
Mold Mines	147.1	148.2	141.4	135.5	128.2	128.2	111.1
Ord. Div. Yield	5.77	5.75	5.87	5.85	5.85	5.91	5.5
Earnings % (Std.)	17.59	17.10	17.46	17.29	17.54	17.53	16.5
R. Ratio (Std.)	7.69	7.86	7.70	7.78	7.76	7.67	8
Outstanding	5,406	4,727	5,110	4,944	4,382	4,399	6,378
Outstanding		82.59	66.70	70.50	54.13	50.46	67.3
Outstanding		16,415	14,008	13,787	12,639	11,718	16,444

10 Apr. 48.1. 11 Apr. 48.7. 12 Apr. 48.9. 13 Apr. 48.5. 14 Apr. 48.3. 15 Apr. 48.7. 16 Apr. 48.5. 17 Apr. 48.3. 18 Apr. 48.7. 19 Apr. 48.5. 20 Apr. 48.3. 21 Apr. 48.7. 22 Apr. 48.5. 23 Apr. 48.3. 24 Apr. 48.7. 25 Apr. 48.5. 26 Apr. 48.3. 27 Apr. 48.7. 28 Apr. 48.5. 29 Apr. 48.3. 30 Apr. 48.7. 31 Apr. 48.5. 1 May 48.3. 2 May 48.7. 3 May 48.5. 4 May 48.3. 5 May 48.7. 6 May 48.5. 7 May 48.3. 8 May 48.7. 9 May 48.5. 10 May 48.3. 11 May 48.7. 12 May 48.5. 13 May 48.3. 14 May 48.7. 15 May 48.5. 16 May 48.3. 17 May 48.7. 18 May 48.5. 19 May 48.3. 20 May 48.7. 21 May 48.5. 22 May 48.3. 23 May 48.7. 24 May 48.5. 25 May 48.3. 26 May 48.7. 27 May 48.5. 28 May 48.3. 29 May 48.7. 30 May 48.5. 31 May 48.3. 1 Jun 48.7. 2 Jun 48.5. 3 Jun 48.3. 4 Jun 48.7. 5 Jun 48.5. 6 Jun 48.3. 7 Jun 48.7. 8 Jun 48.5. 9 Jun 48.3. 10 Jun 48.7. 11 Jun 48.5. 12 Jun 48.3. 13 Jun 48.7. 14 Jun 48.5. 15 Jun 48.3. 16 Jun 48.7. 17 Jun 48.5. 18 Jun 48.3. 19 Jun 48.7. 20 Jun 48.5. 21 Jun 48.3. 22 Jun 48.7. 23 Jun 48.5. 24 Jun 48.3. 25 Jun 48.7. 26 Jun 48.5. 27 Jun 48.3. 28 Jun 48.7. 29 Jun 48.5. 30 Jun 48.3. 1 Jul 48.7. 2 Jul 48.5. 3 Jul 48.3. 4 Jul 48.7. 5 Jul 48.5. 6 Jul 48.3. 7 Jul 48.7. 8 Jul 48.5. 9 Jul 48.3. 10 Jul 48.7. 11 Jul 48.5. 12 Jul 48.3. 13 Jul 48.7. 14 Jul 48.5. 15 Jul 48.3. 16 Jul 48.7. 17 Jul 48.5. 18 Jul 48.3. 19 Jul 48.7. 20 Jul 48.5. 21 Jul 48.3. 22 Jul 48.7. 23 Jul 48.5. 24 Jul 48.3. 25 Jul 48.7. 26 Jul 48.5. 27 Jul 48.3. 28 Jul 48.7. 29 Jul 48.5. 30 Jul 48.3. 31 Jul 48.7. 1 Aug 48.5. 2 Aug 48.3. 3 Aug 48.7. 4 Aug 48.5. 5 Aug 48.3. 6 Aug 48.7. 7 Aug 48.5. 8 Aug 48.3. 9 Aug 48.7. 10 Aug 48.5. 11 Aug 48.3. 12 Aug 48.7. 13 Aug 48.5. 14 Aug 48.3. 15 Aug 48.7. 16 Aug 48.5. 17 Aug 48.3. 18 Aug 48.7. 19 Aug 48.5. 20 Aug 48.3. 21 Aug 48.7. 22 Aug 48.5. 23 Aug 48.3. 24 Aug 48.7. 25 Aug 48.5. 26 Aug 48.3. 27 Aug 48.7. 28 Aug 48.5. 29 Aug 48.3. 30 Aug 48.7. 31 Aug 48.5. 1 Sep 48.3. 2 Sep 48.7. 3 Sep 48.5. 4 Sep 48.3. 5 Sep 48.7. 6 Sep 48.5. 7 Sep 48.3. 8 Sep 48.7. 9 Sep 48.5. 10 Sep 48.3. 11 Sep 48.7. 12 Sep 48.5. 13 Sep 48.3. 14 Sep 48.7. 15 Sep 48.5. 16 Sep 48.3. 17 Sep 48.7. 18 Sep 48.5. 19 Sep 48.3. 20 Sep 48.7. 21 Sep 48.5. 22 Sep 48.3. 23 Sep 48.7. 24 Sep 48.5. 25 Sep 48.3. 26 Sep 48.7. 27 Sep 48.5. 28 Sep 48.3. 29 Sep 48.7. 30 Sep 48.5. 1 Oct 48.3. 2 Oct 48.7. 3 Oct 48.5. 4 Oct 48.3. 5 Oct 48.7. 6 Oct 48.5. 7 Oct 48.3. 8 Oct 48.7. 9 Oct 48.5. 10 Oct 48.3. 11 Oct 48.7. 12 Oct 48.5. 13 Oct 48.3. 14 Oct 48.7. 15 Oct 48.5. 16 Oct 48.3. 17 Oct 48.7. 18 Oct 48.5. 19 Oct 48.3. 20 Oct 48.7. 21 Oct 48.5. 22 Oct 48.3. 23 Oct 48.7. 24 Oct 48.5. 25 Oct 48.3. 26 Oct 48.7. 27 Oct 48.5. 28 Oct 48.3. 29 Oct 48.7. 30 Oct 48.5. 31 Oct 48.3. 1 Nov 48.7. 2 Nov 48.5. 3 Nov 48.3. 4 Nov 48.7. 5 Nov 48.5. 6 Nov 48.3. 7 Nov 48.7. 8 Nov 48.5. 9 Nov 48.3. 10 Nov 48.7. 11 Nov 48.5. 12 Nov 48.3. 13 Nov 48.7. 14 Nov 48.5. 15 Nov 48.3. 16 Nov 48.7. 17 Nov 48.5. 18 Nov 48.3. 19 Nov 48.7. 20 Nov 48.5. 21 Nov 48.3. 22 Nov 48.7. 23 Nov 48.5. 24 Nov 48.3. 25 Nov 48.7. 26 Nov 48.5. 27 Nov 48.3. 28 Nov 48.7. 29 Nov 48.5. 30 Nov 48.3. 1 Dec 48.7. 2 Dec 48.5. 3 Dec 48.3. 4 Dec 48.7. 5 Dec 48.5. 6 Dec 48.3. 7 Dec 48.7. 8 Dec 48.5. 9 Dec 48.3. 10 Dec 48.7. 11 Dec 48.5. 12 Dec 48.3. 13 Dec 48.7. 14 Dec 48.5. 15 Dec 48.3. 16 Dec 48.7. 17 Dec 48.5. 18 Dec 48.3. 19 Dec 48.7. 20 Dec 48.5. 21 Dec 48.3. 22 Dec 48.7. 23 Dec 48.5. 24 Dec 48.3. 25 Dec 48.7. 26 Dec 48.5. 27 Dec 48.3. 28 Dec 48.7. 29 Dec 48.5. 30 Dec 48.3. 31 Dec 48.7. 1 Jan 48.5. 2 Jan 48.3. 3 Jan 48.7. 4 Jan 48.5. 5 Jan 48.3. 6 Jan 48.7. 7 Jan 48.5. 8 Jan 48.3. 9 Jan 48.7. 10 Jan 48.5. 11 Jan 48.3. 12 Jan 48.7. 13 Jan 48.5. 14 Jan 48.3. 15 Jan 48.7. 16 Jan 48.5. 17 Jan 48.3. 18 Jan 48.7. 19 Jan 48.5. 20 Jan 48.3. 21 Jan 48.7. 22 Jan 48.5. 23 Jan 48.3. 24 Jan 48.7. 25 Jan 48.5. 26 Jan 48.3. 27 Jan 48.7. 28 Jan 48.5. 29 Jan 48.3. 30 Jan 48.7. 31 Jan 48.5. 1 Feb 48.3. 2 Feb 48.7. 3 Feb 48.5. 4 Feb 48.3. 5 Feb 48.7. 6 Feb 48.5. 7 Feb 48.3. 8 Feb 48.7. 9 Feb 48.5. 10 Feb 48.3. 11 Feb 48.7. 12 Feb 48.5. 13 Feb 48.3. 14 Feb 48.7. 15 Feb 48.5. 16 Feb 48.3. 17 Feb 48.7. 18 Feb 48.5. 19 Feb 48.3. 20 Feb 48.7. 21 Feb 48.5. 22 Feb 48.3. 23 Feb 48.7. 24 Feb 48.5. 25 Feb 48.3. 26 Feb 48.7. 27 Feb 4

HIGHS AND LOWS	S.E. ACTIVITY
<p>10/20/58 0800-0900 100-110</p> <p>10/20/58 0900-1000 110-120</p> <p>10/20/58 1000-1100 120-130</p> <p>10/20/58 1100-1200 130-140</p> <p>10/20/58 1200-1300 140-150</p> <p>10/20/58 1300-1400 150-160</p> <p>10/20/58 1400-1500 160-170</p> <p>10/20/58 1500-1600 170-180</p> <p>10/20/58 1600-1700 180-190</p> <p>10/20/58 1700-1800 190-200</p> <p>10/20/58 1800-1900 200-210</p> <p>10/20/58 1900-2000 210-220</p> <p>10/20/58 2000-2100 220-230</p> <p>10/20/58 2100-2200 230-240</p> <p>10/20/58 2200-2300 240-250</p> <p>10/20/58 2300-2400 250-260</p> <p>10/20/58 2400-2500 260-270</p> <p>10/20/58 2500-2600 270-280</p> <p>10/20/58 2600-2700 280-290</p> <p>10/20/58 2700-2800 290-300</p> <p>10/20/58 2800-2900 300-310</p> <p>10/20/58 2900-3000 310-320</p> <p>10/20/58 3000-3100 320-330</p> <p>10/20/58 3100-3200 330-340</p> <p>10/20/58 3200-3300 340-350</p> <p>10/20/58 3300-3400 350-360</p> <p>10/20/58 3400-3500 360-370</p> <p>10/20/58 3500-3600 370-380</p> <p>10/20/58 3600-3700 380-390</p> <p>10/20/58 3700-3800 390-400</p> <p>10/20/58 3800-3900 400-410</p> <p>10/20/58 3900-4000 410-420</p> <p>10/20/58 4000-4100 420-430</p> <p>10/20/58 4100-4200 430-440</p> <p>10/20/58 4200-4300 440-450</p> <p>10/20/58 4300-4400 450-460</p> <p>10/20/58 4400-4500 460-470</p> <p>10/20/58 4500-4600 470-480</p> <p>10/20/58 4600-4700 480-490</p> <p>10/20/58 4700-4800 490-500</p> <p>10/20/58 4800-4900 500-510</p> <p>10/20/58 4900-5000 510-520</p> <p>10/20/58 5000-5100 520-530</p> <p>10/20/58 5100-5200 530-540</p> <p>10/20/58 5200-5300 540-550</p> <p>10/20/58 5300-5400 550-560</p> <p>10/20/58 5400-5500 560-570</p> <p>10/20/58 5500-5600 570-580</p> <p>10/20/58 5600-5700 580-590</p> <p>10/20/58 5700-5800 590-600</p> <p>10/20/58 5800-5900 600-610</p> <p>10/20/58 5900-6000 610-620</p> <p>10/20/58 6000-6100 620-630</p> <p>10/20/58 6100-6200 630-640</p> <p>10/20/58 6200-6300 640-650</p> <p>10/20/58 6300-6400 650-660</p> <p>10/20/58 6400-6500 660-670</p> <p>10/20/58 6500-6600 670-680</p> <p>10/20/58 6600-6700 680-690</p> <p>10/20/58 6700-6800 690-700</p> <p>10/20/58 6800-6900 700-710</p> <p>10/20/58 6900-7000 710-720</p> <p>10/20/58 7000-7100 720-730</p> <p>10/20/58 7100-7200 730-740</p> <p>10/20/58 7200-7300 740-750</p> <p>10/20/58 7300-7400 750-760</p> <p>10/20/58 7400-7500 760-770</p> <p>10/20/58 7500-7600 770-780</p> <p>10/20/58 7600-7700 780-790</p> <p>10/20/58 7700-7800 790-800</p> <p>10/20/58 7800-7900 800-810</p> <p>10/20/58 7900-8000 810-820</p> <p>10/20/58 8000-8100 820-830</p> <p>10/20/58 8100-8200 830-840</p> <p>10/20/58 8200-8300 840-850</p> <p>10/20/58 8300-8400 850-860</p> <p>10/20/58 8400-8500 860-870</p> <p>10/20/58 8500-8600 870-880</p> <p>10/20/58 8600-8700 880-890</p> <p>10/20/58 8700-8800 890-900</p> <p>10/20/58 8800-8900 900-910</p> <p>10/20/58 8900-9000 910-920</p> <p>10/20/58 9000-9100 920-930</p> <p>10/20/58 9100-9200 930-940</p> <p>10/20/58 9200-9300 940-950</p> <p>10/20/58 9300-9400 950-960</p> <p>10/20/58 9400-9500 960-970</p> <p>10/20/58 9500-9600 970-980</p> <p>10/20/58 9600-9700 980-990</p> <p>10/20/58 9700-9800 990-1000</p> <p>10/20/58 9800-9900 1000-1010</p> <p>10/20/58 9900-10000 1010-1020</p>	<p>10/20/58 0800-0900 100-110</p> <p>10/20/58 0900-1000 110-120</p> <p>10/20/58 1000-1100 120-130</p> <p>10/20/58 1100-1200 130-140</p> <p>10/20/58 1200-1300 140-150</p> <p>10/20/58 1300-1400 150-160</p> <p>10/20/58 1400-1500 160-170</p> <p>10/20/58 1500-1600 170-180</p> <p>10/20/58 1600-1700 180-190</p> <p>10/20/58 1700-1800 190-200</p> <p>10/20/58 1800-1900 200-210</p> <p>10/20/58 1900-2000 210-220</p> <p>10/20/58 2000-2100 220-230</p> <p>10/20/58 2100-2200 230-240</p> <p>10/20/58 2200-2300 240-250</p> <p>10/20/58 2300-2400 250-260</p> <p>10/20/58 2400-2500 260-270</p> <p>10/20/58 2500-2600 270-280</p> <p>10/20/58 2600-2700 280-290</p> <p>10/20/58 2700-2800 290-300</p> <p>10/20/58 2800-2900 300-310</p> <p>10/20/58 2900-3000 310-320</p> <p>10/20/58 3000-3100 320-330</p> <p>10/20/58 3100-3200 330-340</p> <p>10/20/58 3200-3300 340-350</p> <p>10/20/58 3300-3400 350-360</p> <p>10/20/58 3400-3500 360-370</p> <p>10/20/58 3500-3600 370-380</p> <p>10/20/58 3600-3700 380-390</p> <p>10/20/58 3700-3800 390-400</p> <p>10/20/58 3800-3900 400-410</p> <p>10/20/58 3900-4000 410-420</p> <p>10/20/58 4000-4100 420-430</p> <p>10/20/58 4100-4200 430-440</p>

	1978		State Constitution			Apr. 28	Apr. 29
	High	Low	High	Low			
Govt. Secs.	72.95 (31)	71.92 (27.4)	157.4 (191.56)	49.15 (61/76)	-Daily -Elig. Edged -Industrial -Speculative	152.9 198.0 33.9	144 164 148
Govt. Inv.	81.27 (31)	79.53 (28.1)	150.0 (221/176)	50.55 (31/76)	Total	183.0	177
Govt. Ord.	467.3 (61)	433.4 (23)	549.2 (118/77)	49.4 (26.5/40)	-Daily & W/mg -Elig. Edged -Industrial -Speculative	164.2 169.1 36.9	158 166 106
Govt. Mgmt.	168.6	150.3	442.5	48.5		15.8	158

FT—ACTUARIES INDICES

	April 17	April 27	April 26	April 25	April 24	April 21	April 19
Adjusted and diluted EPS	203.32	202.80	199.61	200.86	200.37	198.05	172.22
EBITDA	225.35	224.94	221.55	222.48	221.71	219.17	198.05
EV/EBITDA	5.58	5.59	5.67	5.64	5.65	5.73	5.58
EV/EBIT	7.93	7.92	7.83	7.85	7.84	7.74	7.99
EV/EBITDA (net)	208.46	207.90	204.94	206.07	205.48	202.39	181.21

NOTE

Premium does not include \$ premium, except where indicated, & are in place unless otherwise indicated. Yields % shown in last column allow for all buying expenses, a Offered price includes all expenses. * Today's prices. † Yield based on offer price. ‡ Estimated. § Today's closing price. ¶ Distribution prior to 10.1.86. ** Portfolio premium insurance plan. †† Single premium insurance. ‡‡ Offered price includes all expenses except agency's commission. §§ Offered price includes all expenses if bought by investors. ††† Previous day's price. §§§ Net of tax on realized capital gains unless indicated by †. ¶¶ Gervaney group. §§§ Suspended yield. ¶¶¶ Yield before Jersey tax. ††† Exclusionary.

CLIVE INVESTMENTS LIMITED	
1 Royal Exchange Ave., London ECGV 3JU, Tel.: 01-251 1101.	
Index Guide as at 25th April, 1978 (Base: 100 at 14.1.77).	
Clive Fixed Interest Capital	128.14
Clive Fixed Interest Income	113.57
CORAL INDEX: Close 452-468	
INSURANCE BASE RATES	
† Property Growth	8 %
† Vanbrugh Guaranteed	8 %
† Address shown under Insurance and Property Bond Table.	
I.G. Index Limited 01-351 3488.	One month Gold 171.0-172.
29 Lamont Road, London SW10 OBS.	
1. Tax-free trading of commodity futures	
2. The commodity futures market for the smaller investor	

BOXER 3 - Continued

ENTER THE CONTEST

Year	1954	1955	1956	1957	1958	1959	1960	1961	1962	1963	1964	1965	1966	1967	1968	1969	1970	1971	1972	1973	1974	1975	1976	1977	1978	1979	1980	1981	1982	1983	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	2051	2052	2053	2054	2055	2056	2057	2058	2059	2060	2061	2062	2063	2064	2065	2066	2067	2068	2069	2070	2071	2072	2073	2074	2075	2076	2077	2078	2079	2080	2081	2082	2083	2084	2085	2086	2087	2088	2089	2090	2091	2092	2093	2094	2095	2096	2097	2098	2099	2100
1954	1955	1956	1957	1958	1959	1960	1961	1962	1963	1964	1965	1966	1967	1968	1969	1970	1971	1972	1973	1974	1975	1976	1977	1978	1979	1980	1981	1982	1983	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	2051	2052	2053	2054	2055	2056	2057	2058	2059	2060	2061	2062	2063	2064	2065	2066	2067	2068	2069	2070	2071	2072	2073	2074	2075	2076	2077	2078	2079	2080	2081	2082	2083	2084	2085	2086	2087	2088	2089	2090	2091	2092	2093	2094	2095	2096	2097	2098	2099	2100	

Jan.	Oct 44 A. E.	96	13	16.25
Feb.	Nov. 44	100	13	16.25
Mar.	Dec. 44	100	13	16.25
Apr.	Jan. 45	100	13	16.25
May	Feb. 45	100	13	16.25
June	Mar. 45	100	13	16.25
July	Apr. 45	100	13	16.25
Aug.	May 45	100	13	16.25
Sept.	June 45	100	13	16.25
Oct.	July 45	100	13	16.25
Nov.	Aug. 45	100	13	16.25
Dec.	Sept. 45	100	13	16.25
Jan.	Oct. 45	100	13	16.25
Feb.	Nov. 45	100	13	16.25
Mar.	Dec. 45	100	13	16.25
Apr.	Jan. 46	100	13	16.25
May	Feb. 46	100	13	16.25
June	Mar. 46	100	13	16.25
July	Apr. 46	100	13	16.25
Aug.	May 46	100	13	16.25
Sept.	June 46	100	13	16.25
Oct.	July 46	100	13	16.25
Nov.	Aug. 46	100	13	16.25
Dec.	Sept. 46	100	13	16.25
Jan.	Oct. 46	100	13	16.25
Feb.	Nov. 46	100	13	16.25
Mar.	Dec. 46	100	13	16.25
Apr.	Jan. 47	100	13	16.25
May	Feb. 47	100	13	16.25
June	Mar. 47	100	13	16.25
July	Apr. 47	100	13	16.25
Aug.	May 47	100	13	16.25
Sept.	June 47	100	13	16.25
Oct.	July 47	100	13	16.25
Nov.	Aug. 47	100	13	16.25
Dec.	Sept. 47	100	13	16.25
Jan.	Oct. 47	100	13	16.25
Feb.	Nov. 47	100	13	16.25
Mar.	Dec. 47	100	13	16.25
Apr.	Jan. 48	100	13	16.25
May	Feb. 48	100	13	16.25
June	Mar. 48	100	13	16.25
July	Apr. 48	100	13	16.25
Aug.	May 48	100	13	16.25
Sept.	June 48	100	13	16.25
Oct.	July 48	100	13	16.25
Nov.	Aug. 48	100	13	16.25
Dec.	Sept. 48	100	13	16.25
Jan.	Oct. 48	100	13	16.25
Feb.	Nov. 48	100	13	16.25
Mar.	Dec. 48	100	13	16.25
Apr.	Jan. 49	100	13	16.25
May	Feb. 49	100	13	16.25
June	Mar. 49	100	13	16.25
July	Apr. 49	100	13	16.25
Aug.	May 49	100	13	16.25
Sept.	June 49	100	13	16.25
Oct.	July 49	100	13	16.25
Nov.	Aug. 49	100	13	16.25
Dec.	Sept. 49	100	13	16.25
Jan.	Oct. 49	100	13	16.25
Feb.	Nov. 49	100	13	16.25
Mar.	Dec. 49	100	13	16.25
Apr.	Jan. 50	100	13	16.25
May	Feb. 50	100	13	16.25
June	Mar. 50	100	13	16.25
July	Apr. 50	100	13	16.25
Aug.	May 50	100	13	16.25
Sept.	June 50	100	13	16.25
Oct.	July 50	100	13	16.25
Nov.	Aug. 50	100	13	16.25
Dec.	Sept. 50	100	13	16.25
Jan.	Oct. 50	100	13	16.25
Feb.	Nov. 50	100	13	16.25
Mar.	Dec. 50	100	13	16.25
Apr.	Jan. 51	100	13	16.25
May	Feb. 51	100	13	16.25
June	Mar. 51	100	13	16.25
July	Apr. 51	100	13	16.25
Aug.	May 51	100	13	16.25
Sept.	June 51	100	13	16.25
Oct.	July 51	100	13	16.25
Nov.	Aug. 51	100	13	16.25
Dec.	Sept. 51	100	13	16.25
Jan.	Oct. 51	100	13	16.25
Feb.	Nov. 51	100	13	16.25
Mar.	Dec. 51	100	13	16.25
Apr.	Jan. 52	100	13	16.25
May	Feb. 52	100	13	16.25
June	Mar. 52	100	13	16.25
July	Apr. 52	100	13	16.25
Aug.	May 52	100	13	16.25
Sept.	June 52	100	13	16.25
Oct.	July 52	100	13	16.25
Nov.	Aug. 52	100	13	16.25
Dec.	Sept. 52	100	13	16.25
Jan.	Oct. 52	100	13	16.25
Feb.	Nov. 52	100	13	16.25
Mar.	Dec. 52	100	13	16.25
Apr.	Jan. 53	100	13	16.25
May	Feb. 53	100	13	16.25
June	Mar. 53	100	13	16.25
July	Apr. 53	100	13	16.25
Aug.	May 53	100	13	16.25
Sept.	June 53	100	13	16.25
Oct.	July 53	100	13	16.25
Nov.	Aug. 53	100	13	16.25
Dec.	Sept. 53	100	13	16.25
Jan.	Oct. 53	100	13	16.25
Feb.	Nov. 53	100	13	16.25
Mar.	Dec. 53	100	13	16.25
Apr.	Jan. 54	100	13	16.25
May	Feb. 54	100	13	16.25
June	Mar. 54	100	13	16.25
July	Apr. 54	100	13	16.25
Aug.	May 54	100	13	16.25
Sept.	June 54	100	13	16.25
Oct.	July 54	100	13	16.25
Nov.	Aug. 54	100	13	16.25
Dec.	Sept. 54	100	13	16.25
Jan.	Oct. 54	100	13	16.25
Feb.	Nov. 54	100	13	16.25
Mar.	Dec. 54	100	13	16.25
Apr.	Jan. 55	100	13	16.25
May	Feb. 55	100	13	16.25
June	Mar. 55	100	13	16.25
July	Apr. 55	100	13	16.25
Aug.	May 55	100	13	16.25
Sept.	June 55	100	13	16.25
Oct.	July 55	100	13	16.25
Nov.	Aug. 55	100	13	16.25
Dec.	Sept. 55	100	13	16.25
Jan.	Oct. 55	100	13	16.25
Feb.	Nov. 55	100	13	16.25
Mar.	Dec. 55	100	13	16.25
Apr.	Jan. 56	100	13	16.25
May	Feb. 56	100	13	16.25
June	Mar. 56	100	13	16.25
July	Apr. 56	100	13	16.25
Aug.	May 56	100	13	16.25
Sept.	June 56	100	13	16.25
Oct.	July 56	100	13	16.25
Nov.	Aug. 56	100	13	16.25
Dec.	Sept. 56	100	13	16.25
Jan.	Oct. 56	100	13	16.25
Feb.	Nov. 56	100	13	16.25
Mar.	Dec. 56	100	13	16.25
Apr.	Jan. 57	100	13	16.25
May	Feb. 57	100	13	16.25
June	Mar. 57	100	13	16.25
July	Apr. 57	100	13	16.25
Aug.	May 57	100	13	16.25
Sept.	June 57	100	13	16.25
Oct.	July 57	100	13	16.25
Nov.	Aug. 57	100	13	16.25
Dec.	Sept. 57	100	13	16.25
Jan.	Oct. 57	100	13	16.25
Feb.	Nov. 57	100	13	16.25
Mar.	Dec. 57	100	13	16.25
Apr.	Jan. 58	100	13	16.25
May	Feb. 58	100	13	16.25
June	Mar. 58	100	13	16.25
July	Apr. 58	100	13	16.25
Aug.	May 58	100	13	16.25
Sept.	June 58	100	13	16.25
Oct.	July 58	100	13	16.25
Nov.	Aug. 58	100	13	16.25
Dec.	Sept. 58	100	13	16.25
Jan.	Oct. 58	100	13	16.25
Feb.	Nov. 58	100	13	16.25
Mar.	Dec. 58	100	13	16.25
Apr.	Jan. 59	100	13	16.25
May	Feb. 59	100	13	16.25
June	Mar. 59	100	13	16.25
July	Apr. 59	100	13	16.25
Aug.	May 59	100	13	16.25
Sept.	June 59	100	13	16.25
Oct.	July 59	100	13	16.25
Nov.	Aug. 59	100	13	16.25
Dec.	Sept. 59	100	13	16.25
Jan.	Oct. 59	100	13	16.25
Feb.	Nov. 59	100	13	16.25
Mar.	Dec. 59	100	13	16.25
Apr.	Jan. 60	100	13	16.25
May	Feb. 60	100	13	16.25
June	Mar. 60	100	13	16.25
July	Apr. 60	100	13	16.25
Aug.	May 60	100	13	16.25
Sept.	June 60	100	13	16.25
Oct.	July 60	100	13	16.25
Nov.	Aug. 60	100	13	16.25
Dec.	Sept. 60	100	13	16.25
Jan.	Oct. 60	100	13	16.25
Feb.	Nov. 60	100	13	16.25
Mar.	Dec. 60	100	13	16.25
Apr.	Jan. 61	100	13	16.25
May	Feb. 61	100	13	16.25
June	Mar. 61	100	13	16.25
July	Apr. 61	100	13	16.25
Aug.	May 61	100	13	16.25
Sept.	June 61	100	13	16.25
Oct.	July 61	100	13	16.25
Nov.	Aug. 61	100	13	16.25
Dec.	Sept. 61	100	13	16.25
Jan.	Oct. 61	100	13	16.25
Feb.	Nov. 61	100	13	16.25
Mar.	Dec. 61	100	13	16.25
Apr.	Jan. 62	100	13	16.25
May	Feb. 62	100	13	16.25
June	Mar. 62	100	13	16.25
July	Apr. 62	100	13	16.25
Aug.	May 62	100	13	16.25
Sept.	June 62	100	13	16.25
Oct.	July 62	100	13	16.25
Nov.	Aug. 62	100	13	16.25
Dec.	Sept. 62	100	13	16.25
Jan.	Oct. 62	100	13	16.25
Feb.	Nov. 62	100	13	16.25
Mar.	Dec. 62	100	13	16.25
Apr.	Jan. 63	100	13	16.25
May	Feb. 63	100	13	16.25
June	Mar. 63	100	13	16.25
July	Apr. 63	100	13	16.25
Aug.	May 63	100	13	16.25
Sept.	June 63	100	13	16.25
Oct.	July 63	100	13	16.25
Nov.	Aug. 63	100	13	16.25
Dec.	Sept. 63	100	13	16.25
Jan.	Oct. 63	100	13	16.25
Feb.	Nov. 63	100	13	16.25
Mar.	Dec. 63	100	13	16.25
Apr.	Jan. 64	100	13	16.25
May	Feb. 64	100	13	16.25
June	Mar. 64	100	13	16.25
July	Apr. 64	100	13	16.25
Aug.	May 64	100	13	16.25
Sept.	June 64	100	13	16.25
Oct.	July 64	100	13	16.25
Nov.	Aug. 64	100	13	16.25
Dec.	Sept. 64	100	13	16.25
Jan.	Oct. 64	100	13	16.25
Feb.	Nov. 64	100	13	16.25
Mar.	Dec. 64	100	13	16.25
Apr.	Jan. 65	100	13	16.25
May	Feb. 65	100	13	16.25
June	Mar. 65	100	13	16.25
July	Apr. 65	100	13	16.25
Aug.	May 65	100	13	16.25
Sept.	June 65	100	13	16.25
Oct.	July 65	100	13	16.25
Nov.	Aug. 65	100	13	16.25
Dec.	Sept. 65	100	13	16.25
Jan.	Oct. 65	100	13	16.25
Feb.	Nov. 65	100	13	16.25
Mar.	Dec. 65	100	13	16.25
Apr.	Jan. 66	100	13	16.25
May	Feb. 66	100	13	16.25
June	Mar. 66	100	13	16.25
July	Apr. 66	100	13	16.25
Aug.	May 66	100	13	16.25
Sept.	June 66	100	13	16.25
Oct.	July 66	100	13	16.25
Nov.	Aug. 66	100	13	16.25
Dec.	Sept. 66	100	13	16.25
Jan.	Oct. 66	100	13	16.25
Feb.	Nov. 66	100	13	16.25
Mar.	Dec. 66	100	13	16.25
Apr.	Jan. 67	100	13	16.25
May	Feb. 67	100	13	16.25
June	Mar. 67	100	13	16.25
July	Apr. 67	100	13	16.25
Aug.	May 67	100	13	16.25
Sept.	June 67	100	13	16.25
Oct.	July 67	100	13	16.25
Nov.	Aug. 67	100	13	16.25
Dec.	Sept. 67	100	13	16.25
Jan.	Oct. 67	100	13	

...	107	1.07	1.07
...	108	1.08	1.08
...	109	1.09	1.09
...	110	1.10	1.10
...	111	1.11	1.11
...	112	1.12	1.12
...	113	1.13	1.13
...	114	1.14	1.14
...	115	1.15	1.15
...	116	1.16	1.16
...	117	1.17	1.17
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...	120	1.20	1.20
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...	122	1.22	1.22
...	123	1.23	1.23
...	124	1.24	1.24
...	125	1.25	1.25
...	126	1.26	1.26
...	127	1.27	1.27
...	128	1.28	1.28
...	129	1.29	1.29
...	130	1.30	1.30
...	131	1.31	1.31
...	132	1.32	1.32
...	133	1.33	1.33
...	134	1.34	1.34
...	135	1.35	1.35
...	136	1.36	1.36
...	137	1.37	1.37
...	138	1.38	1.38
...	139	1.39	1.39
...	140	1.40	1.40
...	141	1.41	1.41
...	142	1.42	1.42
...	143	1.43	1.43
...	144	1.44	1.44
...	145	1.45	1.45
...	146	1.46	1.46
...	147	1.47	1.47
...	148	1.48	1.48
...	149	1.49	1.49
...	150	1.50	1.50
...	151	1.51	1.51
...	152	1.52	1.52
...	153	1.53	1.53
...	154	1.54	1.54
...	155	1.55	1.55
...	156	1.56	1.56
...	157	1.57	1.57
...	158	1.58	1.58
...	159	1.59	1.59
...	160	1.60	1.60
...	161	1.61	1.61
...	162	1.62	1.62
...	163	1.63	1.63
...	164	1.64	1.64
...	165	1.65	1.65
...	166	1.66	1.66
...	167	1.67	1.67
...	168	1.68	1.68
...	169	1.69	1.69
...	170	1.70	1.70
...	171	1.71	1.71
...	172	1.72	1.72
...	173	1.73	1.73
...	174	1.74	1.74
...	175	1.75	1.75
...	176	1.76	1.76
...	177	1.77	1.77
...	178	1.78	1.78
...	179	1.79	1.79
...	180	1.80	1.80
...	181	1.81	1.81
...	182	1.82	1.82
...	183	1.83	1.83
...	184	1.84	1.84
...	185	1.85	1.85
...	186	1.86	1.86
...	187	1.87	1.87
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...	189	1.89	1.89
...	190	1.90	1.90
...	191	1.91	1.91
...	192	1.92	1.92
...	193	1.93	1.93
...	194	1.94	1.94
...	195	1.95	1.95
...	196	1.96	1.96
...	197	1.97	1.97
...	198	1.98	1.98
...	199	1.99	1.99
...	200	2.00	2.00

[illegible][illegible][illegible]

FOOD, GROCERIES, ETC.					
July/August Self. 2000	116	82	22,276.65	4.11	8.5
Sept./Oct. Self. 2000	82	101	3,191	3.48	4.6
Nov./Dec. Self. 2000	62	62	1,921	4.48	5.2
Jan./Feb. Self. P. 20 Sp	62	62	1,921	4.48	5.2
Mar./Apr. Self. P. 20 Sp	49	49	362	3.0	3.9
May/June Self. P. 20 Sp	30	30	103.8	3.5	4.4
July/Aug. Self. P. 20 Sp	30	30	103.8	3.5	4.4
Sept./Oct. Self. P. 20 Sp	13	13	1676	3.9	7.4
Nov./Dec. Self. P. 20 Sp	75	75	12,15	4.1	4.4
Jan./Feb. Self. P. 20 Sp	140	140	10,034	1.7	1.8
Mar./Apr. Self. P. 20 Sp	50	50	1,414.5	1.9	1.0
May/June Self. P. 20 Sp	60	60	1,414.5	4.4	3.7
July/Aug. Self. P. 20 Sp	242	242	1,414.5	4.4	3.7
Sept./Oct. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Nov./Dec. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Jan./Feb. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Mar./Apr. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
May/June Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
July/Aug. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Sept./Oct. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Nov./Dec. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Jan./Feb. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Mar./Apr. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
May/June Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
July/Aug. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Sept./Oct. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Nov./Dec. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Jan./Feb. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Mar./Apr. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
May/June Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
July/Aug. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Sept./Oct. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Nov./Dec. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Jan./Feb. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Mar./Apr. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
May/June Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
July/Aug. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Sept./Oct. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Nov./Dec. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Jan./Feb. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Mar./Apr. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
May/June Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
July/Aug. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Sept./Oct. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Nov./Dec. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Jan./Feb. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Mar./Apr. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
May/June Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
July/Aug. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Sept./Oct. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Nov./Dec. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Jan./Feb. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Mar./Apr. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
May/June Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
July/Aug. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Sept./Oct. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Nov./Dec. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Jan./Feb. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Mar./Apr. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
May/June Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
July/Aug. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Sept./Oct. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Nov./Dec. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Jan./Feb. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Mar./Apr. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
May/June Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
July/Aug. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Sept./Oct. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Nov./Dec. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Jan./Feb. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Mar./Apr. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
May/June Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
July/Aug. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Sept./Oct. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Nov./Dec. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Jan./Feb. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Mar./Apr. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
May/June Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
July/Aug. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Sept./Oct. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Nov./Dec. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Jan./Feb. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Mar./Apr. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
May/June Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
July/Aug. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Sept./Oct. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Nov./Dec. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Jan./Feb. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Mar./Apr. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
May/June Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
July/Aug. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Sept./Oct. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Nov./Dec. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Jan./Feb. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Mar./Apr. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
May/June Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
July/Aug. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Sept./Oct. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Nov./Dec. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Jan./Feb. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Mar./Apr. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
May/June Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
July/Aug. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Sept./Oct. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Nov./Dec. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Jan./Feb. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Mar./Apr. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
May/June Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
July/Aug. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Sept./Oct. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Nov./Dec. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Jan./Feb. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Mar./Apr. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
May/June Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
July/Aug. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Sept./Oct. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Nov./Dec. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Jan./Feb. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Mar./Apr. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
May/June Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
July/Aug. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Sept./Oct. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Nov./Dec. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Jan./Feb. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Mar./Apr. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
May/June Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
July/Aug. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Sept./Oct. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Nov./Dec. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Jan./Feb. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Mar./Apr. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
May/June Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
July/Aug. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Sept./Oct. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Nov./Dec. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Jan./Feb. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Mar./Apr. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
May/June Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
July/Aug. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Sept./Oct. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Nov./Dec. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Jan./Feb. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Mar./Apr. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
May/June Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
July/Aug. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Sept./Oct. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Nov./Dec. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Jan./Feb. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Mar./Apr. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
May/June Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
July/Aug. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Sept./Oct. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Nov./Dec. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Jan./Feb. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Mar./Apr. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
May/June Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
July/Aug. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Sept./Oct. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Nov./Dec. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Jan./Feb. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Mar./Apr. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
May/June Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
July/Aug. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
Sept./Oct. Self. P. 20 Sp	145	145	2,772.36	3.5	1.9
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Nov./Dec. Self. P. 20 Sp	145	145</			

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Battle for \$275m. Japanese uranium contract

BY DOUGLAS RAMSEY

TOKYO, May 1. TWO EUROPEAN groups are vying for a \$275m (£152.5m.) contract to supply Japan's nuclear power industry with a safety net of enriched uranium between now and 1983.

Japanese officials anticipate heavy pressure from European Governments on behalf of their respective uranium enrichment companies. "We expect to sign a contract this year, but all the utilities hope it will not be mingled with European attempts to force a reduction in Japan's trade surplus with the EEC," said the Ministry for International Trade and Industry.

At present enrichment prices of about \$50 a unit, the value of the enrichment contract alone would be about \$240m. The remainder would go to pay for uranium supplies agreed in the contract.

First approach

Thus, the stockpile contract would come on top of existing supply contracts signed by Japanese utilities. Among these contracts, all but roughly a third of supplies in the 1980s will come from the United States. The French-led consortium agreed in 1973 to deliver 1,000 tonnes of units a year between 1981 and 1980, thus making up for the gap between U.S. supplies and Japanese needs.

Since the precedent of buying European uranium has been set, each European consortium appears convinced that it can win the stockpile contract from the Americans. According to reliable sources, URENCO first approached the Japanese utilities in mid-1977, and in April the joint British-Dutch-German developers of a centrifuge enrichment process made a final offer to the Japanese side. EURDIF threw its hat into the ring earlier this year.

Japanese sources are reluctant to divulge the contents of each offer, but they say that each consortium has offered to supply part of the uranium needed for enrichment.

Until now, Japanese utilities have had to conclude purchase, exploitation and development contracts for uranium independently, and they seem keen to ensure a substantial portion of their needs under the cover of enrichment contracts.

Defence chief's China speech angers Left

BY OUR FOREIGN STAFF

A STORM of protest from Labour Left-wingers, and asked if Sir Neil could have chosen his words more carefully, Dr. Owen said: "I have not seen his exact words and I think that Marshall of the RAF Sir Neil is an issue for the Secretary of Defence."

"The Air Marshal must be responsible for what he says. He is a senior and respected figure. He went there to discuss aspects of defence co-operation, and I am sure that is what he intends to do."

Whitehall was making urgent efforts last night to clarify what Sir Neil had said. Officials were taken aback by his remarks, which may have foreign policy implications he had not intended.

U.S. opposes Begin West Bank plan Egypt told

By David Bell

WASHINGTON, May 1. MR. MENACHEM BEGIN, Israeli Prime Minister, arrived in Washington today as the State Department sought to reassure Egypt that the U.S. does not consider his West Bank peace plan a good basis for a settlement and has not altered its policy.

The Department moved quickly last night and again today, to quiet Egyptian concern after an interview which President Carter gave to the New York Times Syndication Service.

The President was quoted as saying that Israel would not be obliged to withdraw from all occupied territories and that a final settlement "will be based substantially" on Mr. Begin's proposals.

Officials said today that they had told President Sadat that Mr. Carter was not signalling any change in policy and that the remarks had been quoted out of context.

The President had no intention of issuing a Press interview to indicate a "major policy shift." The U.S. had consistently opposed an independent Palestinian State on the West Bank.

Mr. Begin's arrival in Washington coincides with the growing debate on the Administration's plan to sell advanced aircraft to Saudi Arabia and Egypt as well as Israel.

Mr. Cyrus Vance, U.S. Secretary of State, and Mr. Moshe Dayan, Israeli Foreign Minister, differed publicly about this scheme again yesterday, amid indications that the U.S. Administration is irritated that Israeli officials are interfering in the issue by lobbying directly on Capitol Hill.

Roger Matthews reports from Cairo: Mr. Hermann Ellis, U.N. Ambassador to Egypt, visited the Foreign Ministry yesterday in a further effort to soothe ruffled feelings provoked by President Carter's remarks.

A Foreign Ministry statement issued yesterday expressed deep concern about Mr. Carter's remarks.

Moves to defuse Rhodesia row

BY TONY HAWKINS

RHODESIA'S transitional Government closed ranks today in an effort to defuse the embarrassing split that has developed over Friday's summary dismissal of Mr. Byron Hove, the black joint Minister of Justice.

The four-man Executive Council met for an hour this morning, and though no statement was issued, it is understood that the general mood of the meeting was one of "constructive compromise."

The meeting agreed to establish a committee to look into the affair. Apparently not only Mr. Hove's comments, which sparked off the whole crisis, but also what many people here see as the almost unbelievable over-reaction of Mr. Hilary Squires, the white joint Minister for Justice, Gen. Peter Watts, the Chief of Combined Operations, and Mr. Peter Allaway, Commissioner of the Police.

It is understood that all four members of the Executive Council accepted that the affair could not be allowed to wreck the entire enterprise.

Accordingly, the meeting had fallen back on the tried procedure of appointing a committee charged with finding some face-saving formula.

The row started last month when Mr. Hove, who returned from London to take up a post as Justice Minister of the Interim Government, called for "a situation in which the laws reflect the broad interests of the country."

He criticised the part of the agreement that provides the judiciary with security of tenure, saying that "to retain the judiciary as it stands will not be compatible with the new situation."

He also spoke out against the fact that blacks do not hold senior posts in the police, and that black policemen are paid less than their white counterparts.

"I am aware that in this country the police force has been used as an instrument to enforce Rhodesian Front laws, which it has done enthusiastically."

Mr. Hove's remarks brought an angry reaction from the country's whites, and the four-man Executive Council—with Bishop Muzorewa, leader of the United African National Council (UANC), the main black opposition group, in full agreement, issued a public reprimand and demanded a public retraction.

Mr. Hove refused, and on Friday, the Executive fired him. However, Bishop Muzorewa issued a statement in the early hours of Saturday morning disavowing himself from the Executive's decision, but the crisis deepened when two black members of the Executive, Chief Chirau and the Rev. Ndabanihi Sibhile, insisted that the Bishop, while having spoken against the decision, eventually agreed to it.

The Bishop says that the Executive had demanded an answer from Mr. Hove by 2 o'clock on Friday afternoon, and that he had expected the Council to reconvene.

But Executive Council sources say it was left that if Mr. Hove did not withdraw as instructed then he would be relieved of his duties. The Bishop does not accept this interpretation.

Bishop Muzorewa's UANC Central Executive met on Sunday and said that it was reconsidering its participation in the Salisbury agreement.

The committee called for Mr. Hove's reinstatement, saying that his dismissal had been unconstitutional. This was a reference to the fact that in terms of the Salisbury Agreement all the decisions of the Executive, have to be unanimous, and Bishop Muzorewa says he did not agree.

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